



**DEPARTMENT OF ENVIRONMENTAL  
AFFAIRS AND TOURISM**

**DANIDA**



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**Report Number: 1**  
**DEAT Report Number: 12/**

**NATIONAL WASTE MANAGEMENT  
STRATEGY IMPLEMENTATION  
SOUTH AFRICA**

**INCEPTION PHASE**

**INCEPTION REPORT**

**FINAL REPORT**

**15 June 2004**

Ref.No	104.Sydafrika.1.MFS.57-1		
Report.No.	2004/03	Prepd.	DAB, TJ, JBO, LG, SD
Edition	Final	Checked	PMG
Date	2004-06-15	Appd.	PSC

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**TABLE OF CONTENTS**

<b>1</b>	<b>Summary .....</b>	<b>1</b>
1.1	Background .....	1
1.2	Inception Phase Activities.....	2
1.3	Review of Project Context .....	3
1.4	Revised Project Document.....	3
1.5	Revised Time Schedule.....	4
1.6	Revised Budget .....	4
<b>2</b>	<b>Introduction .....</b>	<b>4</b>
<b>3</b>	<b>Inception Phase Activities .....</b>	<b>4</b>
<b>4</b>	<b>Review of Project Context .....</b>	<b>8</b>
4.1	Background & Project Objectives.....	8
4.2	Policy and Legislation.....	9
4.3	DEAT Organisation and Capacity .....	10
4.3.1	DEAT Staffing .....	11
4.3.2	Support Staffing .....	12
4.4	Technical Components.....	13
4.5	Other Donor Consultations .....	14
4.6	Review of Project Assumptions.....	14
4.6.1	Assumptions Regarding Objectives .....	14
4.6.2	Assumptions Regarding Outputs.....	17
<b>5</b>	<b>Review of Project Outputs.....</b>	<b>19</b>
5.1	Managerial Outputs.....	19
5.2	Technical Outputs .....	20
<b>6</b>	<b>Revised &amp; Updated Project Document.....</b>	<b>21</b>
6.1	Revised Project Document.....	21
6.2	Revised Implementation Schedule.....	21
6.3	Revised Budget .....	21

<b>Annexure A:</b>	Assumption Monitoring Form
<b>Annexure B:</b>	Output Monitoring Form
<b>Annexure C:</b>	Overall Project Implementation Plan
<b>Annexure D:</b>	Detailed Project Implementation Plan
<b>Annexure E:</b>	DEAT Resource Commitment Agreement
<b>Annexure F:</b>	PSC-Minutes 15 June 2004
<b>Annexure G:</b>	Communication Plan
<b>Annexure H:</b>	Co-governance Agreement

## LIST OF ABBREVIATIONS

AP:	Action Plan.
CB:	Capacity Building
CD	Chief Directorate.
CDir	DEAT Directors, component implementation responsible
CBO:	Community Based Organisation.
CMC	Component Management Committee
CMG	Component Management Group
CONNEP:	Consultative National Environmental Policy Process.
CTA-t	DEAT technical component responsible staff (CTA-W-R-H)
CTA-G	DEAT cross cutting, general component resp. staff (CTA-G)
CTA-W-R-H	DEAT responsible on Health care waste, Recycling and Waste Info
CTA supp. cons	Local Support consultants to CTA-t's =LSC
DANIDA:	Danish Donor Agency
DEAT:	Department of Environmental Affairs and Tourism.
DEAT-ECBU:	DEAT Environmental Capacity Building Unit.
DWAF:	Department of Water Affairs and Forestry.
DTPW:	Department of Transport and Public Works.
NDoH:	National Department of Health.
ECBU:	Environmental Capacity Building Unit.
EIA:	Environmental Impact Assessment.
EQP:	Environmental Quality Protection Directorate in DEAT.
FM:	Facility Manager (Regional DOH).
GDoH:	Gauteng Department of Health.
HCW:	Health Care Waste.
HCRW:	Health Care Risk Waste.
HCGW:	Health Care General Waste.
HC-WIS:	Health Care Waste Information System.
IWMSA	Institute for Waste Management for Southern Africa.
I&APs:	Interested and Affected Parties.
IP & WM:	Integrated Pollution and Waste Management.
LFA:	Logical Framework Analysis.
LSC	Local support consultant to the DEAT CTA-t's
MEC	Member of the Executive Council (Provincial Minister)
MINMEC	The Committee for Provincial Environmental Ministers
MINTEC	The MINMEC technical committee
NGO:	Non-Governmental Organisation.
NWMS:	National Waste Management Strategy.
NWMSI	National Waste Management Strategy Implementation
NEMA:	National Environmental Management Act.
PIP:	Project Implementation Plan.
PMG:	Project Management Group.
PPC:	Project Preparation Committee.
Project Director:	Chief Director of the Chief Directorate: Pollution and Waste Management
PRTR:	Pollution Release and Transfer Register.
PSC:	Project Steering Committee.
REC	Recycling
RSA:	Republic of South Africa.
WIS:	Waste Information System.

# 1 Summary

## 1.1 Background

The overall objective of the National Waste Management Strategy Implementation (NWMSI) project is:

*To reduce generation of waste and the environmental impact of all forms of waste, so that the socio-economic development of South Africa, the health of the people and the quality of its environmental resources are no longer adversely affected by the effects of waste.*

The immediate objectives of the project are:

### **Objective 1 - Improved Health Care Waste Management:**

Sustainable and integrated Health Care Waste Management in South Africa, established within the frames of the NWMS, covering the full waste stream for all generators of HCW from areas with varying population densities and varying degrees of accessibility.

### **Objective 2 - Waste Information System is established and in use:**

A Waste Information System (WIS) has been established in DEAT with management and software in place. Minimum reporting requirements has been established for provincial and local level.

### **Objective 3 - Recycling of waste is increased and extended:**

In the pilot areas, new waste streams are identified, existing initiatives are expanded, and improved and new initiatives are implemented. Appropriate mechanisms are identified and developed that promote sustainable recycling by all members of the recycling chain. Appropriate mechanisms for recycling within specific circumstances will be based on an appraisal of the social, environmental and economic benefits and costs of recycling in comparison with one-way consumption and disposal.

### **Objective 4 - DEAT is capacitated to take full control of NWMS:**

The NWMS is deeply anchored in the DEAT who through capacity development and project involvement has been enabled to take full control of future implementation. Long-term sustainability has been secured by DEAT staff capacitation as well as successfully tested mechanisms for dissemination of project results.

The purpose of the inception phase is to establish a project organisation, staffing, review the project document including the project outputs, indicators, assumptions and to initiate project activities. The inception report documents the activities and results.

The following parties have been involved in the Inception Report and the Project Document review:

- The DEAT component managers (CTA's) and directors, together with the support consultants, have drafted, discussed and suggested amendments;
- The Inception Phase Workshop have reviewed and commented on suggested modifications and proposed further amendments to the Project Document;

- The Project Management Group (PMG) has discussed and approved the recommendations, the Inception Report and the revised, updated Project Document;
- The Project Steering Committee (PSC) has discussed and approved the draft revised and updated Project Document as well as the Inception Report.

## 1.2 Inception Phase Activities

The six months inception period formally commenced at the end of August 2003. Due to various delays the inception period was extended until mid June 2004. The main inception phase activities included:

- Establishment of NWMSI Project Unit and DEAT internal organisation
- Establishment and initiation of the activities of the PMG e.g. Roles and responsibilities as well as member selection criteria;
- Establishment of NWMSI general management, administrative and financial/accounting procedures and responsibilities (Procedures Manual);
- Appointment of 4 Local Support Consultants and 2 administrative project staff;
- Securing, furnishing and equipping office facilities for project team;
- NWMSI computer network establishment;
- Designing and activation of a NWMSI web page;
- Motivating extension of Inception Phase to allow for various delays;
- Establishment and initiation of the activities of the PSC, e.g. Terms of Reference (TOR) and member selection criteria;
- Conducting an Inception Phase Workshop with all spheres of Government, Business, Industry, Non-Governmental Organisations (NGO) and Community Based Organisations (CBO);
- Initiation of component activities;
- Motivation of activities requiring funding from contingencies;
- Motivation for the establishment of Technical Advisory Committees (TAC) for each of the respective components;
- Initiation of pilot project activities including selection criteria and co-governance agreements for interdepartmental cooperation throughout the NWMSI project;
- Preparing of overall co-ordination & cross cutting issues plan as well as consultant's and component work plans;
- Preparing, conducting and reporting on inception phase workshop;
- Revising the project document/LFA;
- WasteCon conference papers drafting, discussions and coordination;
- Initiating appointment of local and international specialist consultants;
- Initiating Capacity Building activities;
- Preparing plan for consultation and communication;
- Setting up lines of communication and investigating cooperation with other donor organisations actively involved in South Africa;
- Quantifying DEAT resource commitment agreements;
- Investigating Value Added Tax (VAT) issues;
- Compilation of Inception Report and a Project Procedures Manual.
- Draft Newsletter

### **1.3 Review of Project Context**

The main purpose of the review is to update the NWMSI Project Document in order to ensure that it is made relevant to the present situation in South Africa, particularly taking cognisance of recent developments in the respective project areas as well as by bringing it in line with the recent policy developments and agreements between project stakeholders.

Key aspects that had an impact on the current 2004 project context include:

- A new DEAT minister has just been assigned. This can result in future context and focus changes that may affect the project;
- A Waste Management Bill that includes a number of new important regulations has been drafted in 2002; however the current status and timing for public hearing as well as political adoption is unclear;
- The Air Quality Management Act is currently a high priority in DEAT and will put considerably strain on the CD Regulatory Services. This may affect the NWMSI Project Management;
- The Gauteng HCW project is close to completion. The successful project has substantial information and lessons learned that can be transferred to National level;
- The Recycling Component must incorporate the visions and targets of the Polokwane declaration;
- The HCW component must incorporate and address the needs identified during the 2003 HCW Indaba;
- Waste Information regulations promulgated in some of the provinces require action from the WIS component to ensure a coordinated WIS for SA as a whole;
- The change of Danish Government means that additional funds intended for addressing a specific output in the Project Document will not materialise.
- The assessment of project assumptions with regard to objectives and outputs cover the current situation well and only minor adjustments are required. The assumptions are still relevant and critical for the project and need to be monitored throughout the project.

The review furthermore shows the following:

1. The project Objectives remains unchanged;
2. The need for revision of project Outputs is limited, as the Outputs were initially formulated in broad terms so that it could accommodate the need for changes and updates within the Activities.
3. As part of the updating, a number of Activities had to be deleted, modified or new Activities added to accommodate the actual situation in 2004.

### **1.4 Revised Project Document**

The revised project document is attached to the inception report as a separate volume/document. The text parts are updated and the LFA matrix summarises the changes in outputs, activities, assumptions and indicators. Main changes are listed in the Inception Report.

## **1.5 Revised Time Schedule**

Both the inception phase activities and the components have initially been delayed. However, in spite of this, the project aims to carry out the implementation within the initially stipulated three-year project period.

However, realising that it is difficult to catch up with delays as well as the fact that further delays could be expected in terms of pilot project implementation, it may be necessary at a later stage during the project period to review the time schedule. The first progress report of December 2004 is intended to review the project timing.

## **1.6 Revised Budget**

Several changes to the budget was necessary. The budget summaries for both the old and new budget is provided underneath. Detail of the changes are explained in section 6.3

## **2 Introduction**

All DANIDA sponsored projects have a formal Inception Phase. During this phase the parties responsible for project implementation review, “fine-tune” and if necessary recommend some revision of conditions laid down in the Project Document and the Project Implementation Plan. This Inception Report describes the proposed changes to the Project Document that is ultimately to become an amendment to the Inception Report.

Guidelines for preparing the Inception Report are detailed in the Danish Donor Agency’s Project Implementation Manual, dated February 1997. This Inception Report has been produced in accordance with the manual.

The report describes:

- The activities undertaken during the Inception Phase;
- The review of the project context as well as the project assumptions;
- The review of the outputs and indicators;
- The resulting modifications of the project document as well as the assumptions, outputs and implementation plan.

A number of attachments support the review.

Furthermore the revised and updated Project Document has been prepared as a separate volume/document.

## **3 Inception Phase Activities**

The Project formally started by the end of August 2003. The main Inception Phase tasks, as specified in the section 5.7.1 of the Project Document, are listed below:



#### Establishment of NWMSI Project Unit

Although the establishment of the project unit was considerably delayed, it was fully functional by January 2004. The Project Unit consists of a lead project administrator assisted by an assisting administrator by June 2004, the DEAT Chief Technical Advisor – General (CTA-G) and the Local Support Consultant – General (LSC-G). The NWMSI hardcopy library, the document filing system as well as the financial reporting systems are located here. The lead administrator received training in the new central DEAT Electronic Document Management System (EDMS) as well as in the DEAT central LOGIS accounting & book keeping system. Both these systems are running well and the accounting procedures are fully controlled and liased with the DEAT Financial Department.

#### Securing, furnishing and equipping office facilities

In accordance with the project agreement entered into between DEAT and DANIDA, DEAT is responsible as part of its in kind service delivery, to provide all office facilities required for the DEAT project staff, local consultants as well as for the international consultants.

#### Establishment and Operation of the Project Management Group (PMG)

The Project Management Group (PMG) has been constituted and conducts formal meetings on a weekly basis. The PMG meeting attendance was initially very poor, but from approximately November 2003 functioning of the PMG improved and by May 2004 the PMG is staffed and operational as envisaged in the Procedures Manual. In line with the Project Document, the project is on a day-to-day basis managed by the respective DEAT directorates and component managers. The integrating and co-ordinating functions and decisions are taken by the PMG at the weekly meetings. Although the Project Director chairs most of the PMG meetings, other DEAT staff may occasionally have to take over this responsibility. Discussions from meetings are recorded.

#### Establishment of the Project Steering Committee (PSC)

In addition to the PMG, the project is guided by a PSC. Establishment of the PSC was for various reasons significantly delayed and the first PSC meeting was held on 4 April 2004. The PSC Terms of Reference (TOR) and member selection criteria were decided upon and the second PSC meeting has been scheduled for 15 June 2004, during which time the Procedures Manual, Inception Report, as well as the Revised Project Document will be discussed and approved .

#### Establishment of Technical Advisory Committee's (TAC's)

Due to the project's very broad scope, the components need to interlink more closely with their own technical specialists in their respective fields. Hence the component managers are in the process of establishing component specific, informal Technical Advisory Committees for their guidance and for supporting the PSC during the approval of specialised technical reports.

#### NWMSI computer network establishment

Drafting of specification for the purchase of hardware and software, tendering, evaluation and establishment of the NWMSI computer network within DEAT was undertaken during October-November 2003.

### NWMSI web page

Early 2004 the project designed and published a NWMSI web site ([www.nwmsi.co.za](http://www.nwmsi.co.za)). This web site is an important means of project visibility and communication with external stakeholders. Key project results and documents will also be published together with monthly newsletters. The WIS consultant currently does regular updating of the site, but this responsibility will after training be transferred to the DEAT secretaries. A link between the DEAT web page and project web page is in the process of being established.

### Inception Phase extension

The 6-month Inception Phase terminated by the end of February 2004. Due to in particular a number of vacant key staff positions in DEAT it was not possible for DEAT to finalize and report on the inception phase tasks as planned. However by the beginning of 2004 most of the vacant positions were filled (that of the WIS / HCW Director as well as the Deputy Director General (DDG)) resulting in staff being able to lift the project responsibilities more consistently. DANIDA approved an extension to the inception phase until 15 June 2004.

### Inception Phase Workshop

On 25 March 2004 the Inception Phase workshop was conducted with parallel sessions for the WIS, HCW and Recycling components. All spheres of Government, Business, Industry, Non Governmental Organisations (NGO) and Community Based Organisations (CBO) attended. The workshop was very constructive and provided the Project with good direction in terms of some adjustments to the Project design. Workshop proceedings were drafted and wherever possible, the proposed changes were incorporated into the revised version of the Project Document.

### Local Support Consultants:

In November/December 2003 tender specifications were drafted, tenders invited and after submission evaluated. Contracts for 3 of the 4 LSC's were finalised by December 2003 and LSC work commenced by mid January 2004. The recycling component of the NWMSI project had to be re-tendered as none of the candidates fully complied with the criteria set. In April 2004 the last LSC, that of recycling, was appointed.

### Component and Pilot Project Initiation

Following the appointment of the LSC's, component specific activities were initiated. The Project Document/LFA was assessed and revised accordingly. Pilot project activities were initiated especially around the selection criteria for a waste exchange system as well as HCW.

### Motivation of activities requiring funding from contingencies

Certain Activities that were not included in the project design and for which there is not sufficient project funding available, but that are considered to be important for the project like for instance the hosting of international component specific conferences, will have to be funded from the project contingencies. Motivation for such funding from the contingencies is currently prepared.

Overall co-ordination & cross cutting issue plan as well as component work plans

The 4-component implementation plan for the following 6 months were prepared and integrated into an overall implementation plan. Furthermore, component specific work plans were prepared for each of the components.

Appointment of local and international specialists

The draft TOR's for Local and International specialist consultants as presented in the initial Project Document has been reviewed and modified. The local specialist consultant's TOR have been approved by the DEAT Director General and is hence ready for tendering and contracting in accordance with the DEAT procurement procedures. The international specialist consultants will be appointed via the DANIDA system that is to be tendered in Denmark as a framework contract. This process has been initiated in late April 2004.

Initiating capacity building activities

With capacity building being one of the objectives of the project, the need for capacity building on all levels of the project was initiated by setting up visits to facilities that may be of importance for DEAT and DoH staff to have a better understanding of the needs as well as some of the ways in which such needs could be addressed.

Communication and Consultation Plan

The DEAT Communication Department has allocated an internal communication officer to assist the NWMSI in defining and implementing appropriate structures for internal and external communication. A draft communication strategy has been prepared defining objectives, target groups, means and ways of communication, timing etc. Part of the communication plan is the consultation plan (PSC and workshops). Furthermore DEAT allocated ZAR 1,007,857 from its own funds for NWMSI communication purposes.

WasteCon Conference Papers

As part of the DEAT profiling and communication on the NWMSI project components externally, the PMG decided to prepare and present five papers at the WasteCon international waste conference to be held at Sun City during October 2004. An on-site exhibition with information posters of the NWMSI is also under consideration. All abstracts submitted were accepted.

Communicating with other donor organisations

In an attempt to make optimum use of the funds available by avoiding duplication of initiatives, communication lines were set up with other donor organisations actively busy in SA to explore possible areas of cooperation as well as to ensure that the work undertaken is not duplicated by any of the donor organisations.

Resource commitment agreements

DEAT has prepared an internal resource commitment agreement as required, specifying the individual staff and time allocations over the 3 project years. (Annex 5).

#### Co-governance agreements for cooperation and pilot project participation

Based on an already existing DEAT format/framework for Memorandums of Understanding (MoU), the first MoU has been drafted between DEAT and NDoH. (Annex 8)

#### Value Added Tax (VAT)

The legal and formal base regarding VAT exemption for donor and South African funds related to the project has been clarified. All donor funds are officially exempted from VAT. Consultants should however add VAT on top of their fees on their invoices which in turn will be claimed back from the SA Revenue Services by DEAT. The same applies to purchases of equipment. Departemental funds allocated to the project will however be fully subject to VAT.

#### Project Document review

The Project Document review allows for a re-evaluation of the project Objectives, Outputs and Activities based on the current situation and conditions and is therefore ensuring the appropriateness and relevance of the project. The Project Document was revised and submitted to The PMG and PSC for approval.

#### Inception Report and Procedures Manual.

The two key management reports, i.e. the Inception Report and Procedures Manual, were drafted, discussed and agreed on by PMG and PSC.. The final documents were completed and delivered to DANIDA at inception phase termination by mid June 2004.

## **4 Review of Project Context**

### **4.1 Background & Project Objectives**

The main purpose of this Inception Report is to update the Project Document in order to make it relevant to the present understanding and agreements between all project stakeholders as to what the NWMSI project will address and deliver. A primary factor in this regard is to review, update and fine-tune the Project Context section of the Project Document.

The overall Objective of the NWMSI-project is:

*To reduce generation of waste and the environmental impact of all forms of waste, so that the socio-economic development of South Africa, the health of the people and the quality of its environmental resources are no longer adversely affected by the effects of waste.*

The immediate Objectives of the project are:

#### **Objective 1 - Improved Health Care Waste Management:**

Sustainable and integrated Health Care Waste Management in South Africa, established within the frames of the NWMS, covering the full waste stream for all generators of HCW from areas with varying population densities and varying degrees of accessibility.

**Objective 2 - Waste Information System is established and in use:**

A Waste Information System (WIS) has been established in DEAT with management and software in place. Minimum reporting requirements has been established for provincial and local level.

**Objective 3 - Recycling of waste is increased and extended:**

In the pilot areas, new waste streams are identified, existing initiatives are expanded, and improved and new initiatives are implemented. Appropriate mechanisms are identified and developed that promote sustainable recycling by all members of the recycling chain. Appropriate mechanisms for recycling within specific circumstances will be based on an appraisal of the social, environmental and economic benefits and costs of recycling in comparison with one-way consumption and disposal.

**Objective 4 - DEAT is capacitated to take full control of NWMS:**

The NWMS is deeply anchored in the DEAT who through capacity development and project involvement has been enabled to take full control of future implementation. Long-term sustainability has been secured by DEAT staff capacitation as well as successfully tested mechanisms for dissemination of project results.

The project was designed in 2001 but due to various circumstances implementation only commenced by the end of August 2003. Various initiatives were however undertaken during the period 2001 to 2004:

## **4.2 Policy and Legislation**

- The national elections in April 2004 resulted in the assigning of a new minister for DEAT. It is at this stage unclear what effect this change will have on DEAT and the NWMSI project.
- A Waste Management Bill was drafted in 2002. The draft bill translates major parts of the NWMS and Action Plans into legal sections and is considered to be the overall guiding document for execution of the NWMSI project. However, the status of the document is very unclear. It seems that various parties have knowledge of and have access to the draft Waste Management Bill, but the document has not formally been circulated and is still regarded as an internal DEAT document to which reference cannot be made freely. The Draft Bill needs to go through a public hearing process, be revised, adopted by government and finally gazetted. However, it is not clear when this will take place.
- The draft Air Quality Management Act has in the recent months become a high priority in DEAT and the government approval and gazetting of the draft Air Quality Management Act is expected to be a major DEAT activity in 2004. A time schedule has been outlined which put a considerable and almost unrealistic strain on DEAT management and staff. This can influence the NWMSI project negatively as air quality and waste management lies within the same DEAT Chief Directorate.

- Draft provincial regulations on HCW and Waste Information has been gazetted and is currently under consideration.

### 4.3 DEAT Organisation and Capacity

During March-May 2003 the institutional and organisational components of the 2001 NWMSI Project Document was revised. The reason being that especially Objective 4 “*Capacitation of DEAT to take full control over NWMS*” could not be achieved optimally without changing the organisational structure reflected in the Project Document. DEAT therefore introduced the following revisions:

- DEAT requested fast tracking of the project (August 2003) as project commencement was urgently needed;
- DEAT required more independent components that were anchored in the responsible directorates, but with a clear mechanism for maintaining the required full integration and interlinking of the components;
- DEAT wished a change the project from a consultant (external CTA) managed and driven process under a company contract to a structure where the responsible DEAT department would be required to undertake full project management and implementation, supported by local consultants;
- DEAT wished that the DANIDA funds be deposited into the SA RDP-fund for direct control and management by DEAT. The mechanism for achieving this was set out in revised procedural guidelines for the management of the donor funds;
- DEAT required a shift in consultant input from international consultants to more local consultants;
- DEAT required a mechanism for International Inception Phase Support to assist with the more detailed planning and management aspects as well as for DANIDA liaison on procedures and reporting.

The organisational redesign was undertaken during March-May 2003, leaving the technical revision for the Inception Phase of the project. At the same time a number of Activities and preconditions were listed to ensure fast tracking of the project with full DEAT project management incorporated into the organisational structure.

However, due to various circumstances DEAT was unable to lift the task during the Inception Phase as planned, especially due to vacancy of the WIS and HCW Director position as well as the vacancy of the Deputy Director General position. These positions have now been filled. Moreover, there is a general understaffing in DEAT and staff has difficulties in finding the time for addressing all the tasks listed as their responsibilities. Furthermore, DEAT is suffering from a high staff turnover resulting in both an understaffing problem as well as a lack of institutional memory and continuity. It seems that only one staff member remained from the development of the National Waste Management Strategy during 1997-99. All other staff is new.

This leads to the problem that the NWMSI is currently far too consultant driven in terms of activities and decisions. This is neither the ideal situation for DEAT, nor was it intended with the restructured Project organogram. DEAT will have to address and resolve this issue over the next few months.

The principle of changing the project to a DEAT driven and not consultant driven project is fundamentally correct and must be kept as the overriding principle during execution of the NWMSI Project. DEAT has to this end during early 2004 included the project Objectives and goals into the annual business plan whilst also including the NWMSI deliverables as key performance areas in the 2004 staff performance contracts. Hence the incentive and motivation for DEAT staff to engage themselves and participate actively in the project Activities is in place.

4.3.1 DEAT Staffing

DEAT input (staffing and operating funds) has been specified in the Project Document which forms part of the government-to-government agreement. DEAT submitted a resource commitment agreement to DANIDA which is summarised in the tables below.

The tables show that DEAT expects to provide the input to the project as intended in the government-to-government agreement. The signed resource commitment agreement is attached as Annexure E

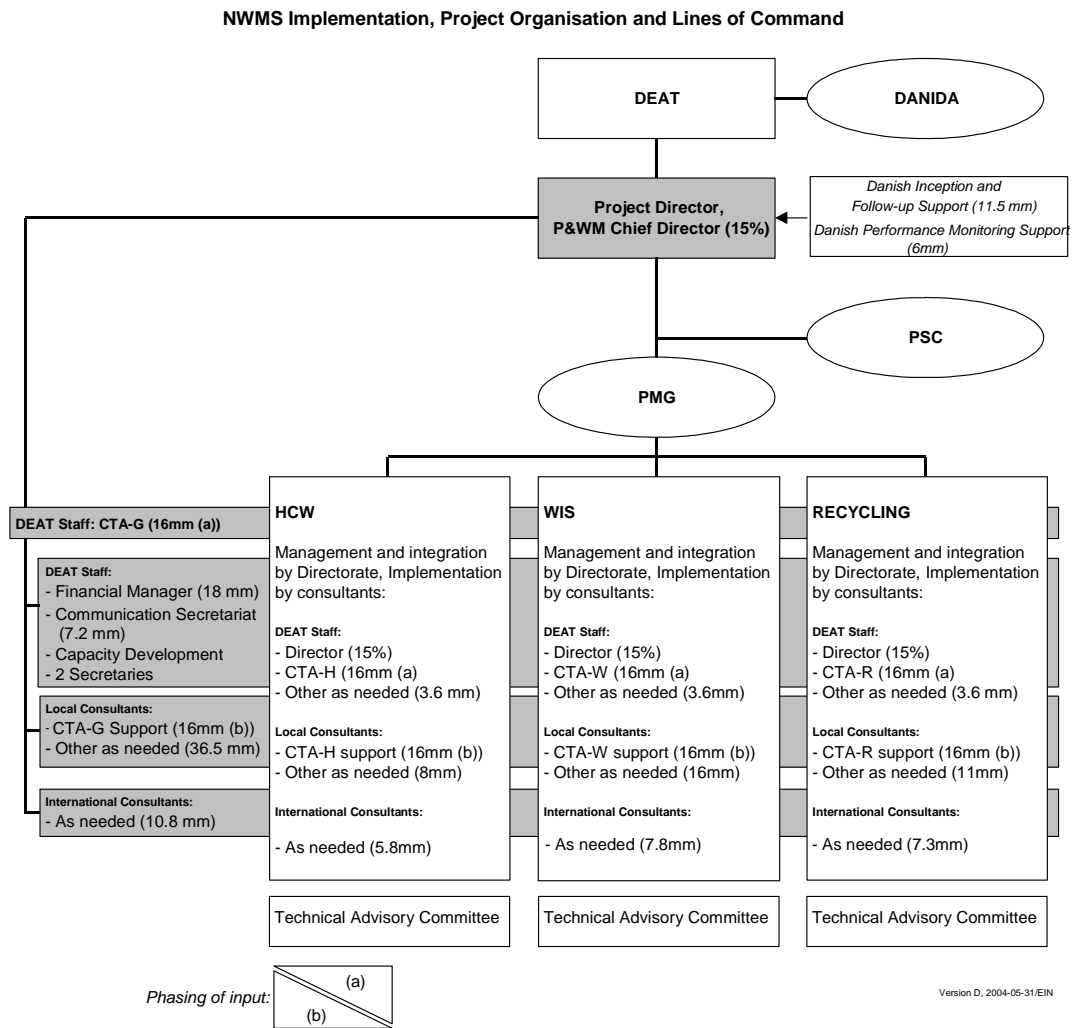


Figure 1. Project setting and organisation in DEAT

*Table 1: DEAT Resource Commitment*

Staff name and position	% Time allocation or working days /week			
	Year 1 (2004)	Year 2 (2005)	Year 3 (2006)	Year 4 (2007)
Joseph Matjila, Chief Director, Project Director	15% or 0,75 days/week	15% or 0,75 days/week	15% or 0,75 days/week	15% or 0,75 days/week
Lwazikazi Tyani / DEAT staff member CTA-General	15% or 0,75 days/week	15% or 0,75 days/week	15% or 0,75 days/week	15% or 0,75 days/week
Veronica Steyn Financial Manager	15% or 0,75 days/week	15% or 0,75 days/week	15% or 0,75 days/week	15% or 0,75 days/week
Rantsadi Moatshe Director Recycling	15% or 0,75 days/week	15% or 0,75 days/week	15% or 0,75 days/week	15% or 0,75 days/week
Godfrey Mvuma Director Hazardous Waste	15% or 0,75 days/week	15% or 0,75 days/week	15% or 0,75 days/week	15% or 0,75 days/week
Makhosana Baker, CTA- Recycling	15% or 0,75 days/week	50% or 2,5 days/week	85% or 4,25 days/week	100% or 5 days/week
Sharon Molefe, CTA-Health Care Waste	15% or 0,75 days/week	50% or 2,5 days/week	85% or 4,25 days/week	100% or 5 days/week
Thembisile Khumalo CTA-Waste Info System	15% or 0,75 days/week	50% or 2,5 days/week	85% or 4,25 days/week	100% or 5 days/week
Molefe Molamu, Communications	20% or 1 day/week	20% or 1 day/week	20% or 1 day/week	20% or 1 day/week

Furthermore assistance from the Director of Finance at DEAT is provided as requested for project budgeting, monitoring and reporting as well as to ensure that the project financial management adheres to regulations of the Public Finance Management Act (PFMA) of South Africa.

Funds budgeted by DEAT to complement operating funds are tabulated in table 2 below:

*Table 2: DEAT operating budget commitment*

	Year 1 (2004)	Year 2 (2005)	Year 3 (2006)	Year 4 (2007)
Office supplies	R500 000	R 300 000	R200 000	R150 000
Communication budget	R800.00	R400.000	R300.000	R300.000
Office space	R200 000	R250 000	R300 00	R400 00
Translation of documents	R150 000	R100 00	R50 000	R20 000

Furthermore DEAT provides as agreed office facilities for the local and international consultants, electricity supply, internet and telephone facilities as well as access to photocopy machines.

#### 4.3.2 Support Staffing

The appointed consultants are listed below:



*Table 3: Inception phase consultants*

Name	Organisation	Position
Danna Borg	Rambøll, Denmark	International Inception Consultant
Tinus Joubert	Joubert Environmental Services	CTA-G support consultant (=LSC-G)
Kobus Otto	Kobus Otto & Associates	CTA-H support consultant (=LSC-H)
Linda Godfrey	CSIR	CTA-W support consultant (=LSC-W)
Sipho Dube	Enviro-fill	CTA-R support consultant (=LSC-R)
Herman Wiechers	Wiechers Environmental	Recycling Subcontractor
Shane Motlhaloga	Independent Consultant	Recycling Subcontractor

The consultant input follows the project document closely. Hence the support consultants will initially work approximately 85 % of their time and gradually phase out to 15% of their time during the third year.

In terms of the recycling component some tasks has been sub-contracted to 2 specialists (Herman Wiechers for 15% of the contract sum and Shane Motlhaloga for 10% of contract sum)

#### 4.4 Technical Components

##### Health Care Waste

In terms of Health Care Waste there has been significant progress since the original 2001 design. Gauteng DACEL's HCW project is close to completion and substantial information and lessons learned from this very successful project would be extracted and lifted to national level.

In addition to the DACEL project, a number of initiatives in HCW management have been running in parallel to the DACEL project. These included the development of a SABS code on the responsible management of HCW on behalf of the National Department of Health (DOH), as well as the development of generic standards and guidelines for HCW management in developing countries by the World Health Organisation. A HCW Indaba that was jointly hosted by DEAT and the DOH during March 2003 further provided valuable information and gave final direction for the HCW component of the NWMSI project.

The aim of this project is therefore to ensure a co-ordinated approach to HCW management through the development of uniform management tools that will address the needs of all of South Africa, regardless of population density, accessibility of the HCW generators or the quantity of waste being generated.

##### Recycling

In terms of recycling the Polokwane Summit Declaration represents a significant movement forward. The Declaration objective is to grow the recycling industry to 30% by 2012. Hence the level of ambition is high and the reality is that the objective will be very difficult to reach. However, the project will work in line with and support the Polokwane Declaration and will within the NWMSI project frame identify pilot projects and set criteria that will assist in meeting the Polokwane objectives.

### Waste Information Systems

Both the Recycling and HCW components will make use of their own pilot projects to support the project implementation. These pilot projects will be designed to include capture and handling of data for the WIS. While no separate pilot projects are planned for the WIS alone, those provinces and/or local authorities who already have functional WIS, will be encouraged to report to the WIS. At this stage, it seems, that only Gauteng and KwaZulu Natal province have established WIS systems that are partly operational. Western Cape is busy with the development of a WIS. The status of other province's activities will be explored.

The long-term goal for DEAT is to establish a Pollutant Release and Transfer Register (PRTR) addressing all emissions from point sources. However this goal is far beyond the scope of the NWMSI-WIS system development. ongoing discussions between the WIS project team and air quality team are taking place to ensure synergy in the development of the system. The NWMSI-WIS budget as well as the ultimate PRTR goal dictates a strongly phased approach. It is important to initially select a proper subset of the information to eventually be included.

In terms of institutional arrangements, DEAT is currently in the process of establishing and staffing an Environmental Economics Directorate which will be responsible for implementing and managing the national WIS, establishing guidelines and protocols for reporting, developing and implementing appropriate training and capacity building programmes, producing pollution and waste reports and evaluating and analyzing data supplied by the waste industry, provinces and local authorities.

In all three components any relevant information flowing from the World Summit for Sustainable Development will be taken into account.

## **4.5 Other Donor Consultations**

Consultations with some of the key Donor agencies have been undertaken to see whether the NWMSI could benefit from or link up to already ongoing pilot projects. The German Donor agency had projects ongoing in Namaqualand and the Dutch Donor agency were interested in the recycling pilot projects as they intended to initiate community based recycling activities. The Swiss Donor agency had no environmental activities ongoing or planned. Other donor-programmes/activities within waste & environmental management, capacity development and pilot projects (eg. EU and DFID) should be explored for possible benefits of interfacing.

## **4.6 Review of Project Assumptions**

The project assumptions regarding objectives and outputs have been reviewed. The following two sections present the assessment.

### *4.6.1 Assumptions Regarding Objectives*

CTA's and LSC's identified and operational from project start. Financial Manager in place for budget issues.

As described previously the assumption was not fulfilled from project commencement. DEAT staff were identified from the start except for the CTA-W and the Director for HCW-WIS. The first mentioned position is still vacant; the latter was filled during February 2004. In terms of the 4 Local Support Consultants (LSC's), 3 were selected by December 2003 and the fourth by April 2004. This has resulted in some delays including the finalisation of the inception phase activities.

DACEL project results available.

Due to the 2-year delay of the NWMSI project, the DACEL project is close to completion. Hence all project achievements and results are basically in place and lessons can be learned from various steps of the DACEL project. Furthermore, the NWMSI project has appointed 2 of the key DACEL consultants that will benefit the NWMSI project tremendously. Finally the appointed DEAT Deputy Director General, Joanne Yawich, comes from DACEL where she was in charge of the DACEL HCW project. The situation and potential for transfer of results and skills from the Gauteng project is therefore optimal and fulfilment of the assumption is regarded to be almost 100%

Co-operation of all role-players and stakeholders.

To reach the objective of the NWMSI project extensive cooperation between different government institutions and organisations must take place. The assumption from the 2001 design is based on uncertainty as to how co-operative governance as stated in the Constitution and the IP&WM Policy paper would materialise. The DACEL project has however been very successful in piloting the set-up and implementation of co-operative agreements between both different national departments as well as between different tiers of government. DEAT has developed a Memorandum of Understanding framework in the form of Environmental Management Cooperation Agreements (EMCA) that could be used interdepartmentally. However, a main obstacle can be the formalities as each of these agreements must be negotiated, agreed and signed at ministerial level. Since this can seriously delay the pilot project initiations and is a concerning risk, which is beyond the project control, less formal agreements at DDG level may have to be entered into.

Sufficient incentives to recycle notwithstanding the availability of relatively cheap raw materials.

The signed Polokwane Declaration, which is setting ambitious recycling targets, as well as the introduction of Plastic Bag Regulations, indicates that political willingness by the previous Minister has been in favour of supporting recycling principles in spite of the availability of cheap raw materials. The appointment of a new Minister may introduce uncertainty as to which direction to follow. The assumption will be monitored.

Pilot projects successfully implemented and information disseminated.

Fulfilling the assumption is a key factor for achieving project Objectives. However, at this early stage of implementation only, the Gauteng DACEL pilot project is identified. The key factor for successful implementation is that the pilot organisations fulfil the following criteria:

- Pilot organisations have sufficient capacity (staff and resources);
- Pilot organisations have appropriate skills (experience) to implement a pilot project with economic and expert support from the project organisation;

- A co-operative and open communication to all stakeholders ensured;
- Pilot organisation (and DEAT) has willingness to, and active participate in, the dissemination of achievements and results;
- Pilot organisations have one or more individuals who will drive the implementation from commencement to termination;
- Pilot organisations are willing and able to sustain the pilot project (i.e. own funds and political support) after project termination.

The dissemination of project results is likewise a key factor for fulfilling the objectives. DEAT carries the main responsibility in this regard and the NWMSI project has at this early stage taken the following steps to create awareness of the project:

- Establish a website [www.nwmsi.co.za](http://www.nwmsi.co.za) to publish project results and achievements. This is in the process of being linked up to the DEAT official website;
- Established a DEAT executed and consultant supported communication secretariat, staffed with one DEAT employee and funds earmarked for communication activities;
- Drafted a communication and consultation plan;
- Presenting the NWMSI project (5 papers) at the WasteCon conference in October 2004;
- Actions are taken for the HCW component of the NWMSI project to host an international HCW Conference towards October 2005. Similar activities may be considered for recycling. This is however not covered within the existing budget.
- Provided for waste recycling containers at the President inauguration 2 May 2004.
- Draft newsletter prepared for dissemination to key stakeholders.

At this stage the assumption is fulfilled

#### Political, economical and managerial support of the project.

In terms of the political support the new DEAT minister introduces some uncertainty. There is a lot of speculation in this regard; however only time will tell what effect the change in minister will have on DEAT in general and on the NWSI project in particular. The assumption will be carefully monitored and reported.

The economic support in terms of operating funds also seems to be allocated, although the amount is still to be verified with the business plans in its final stage of approval.

The managerial support is definitely present in terms of interest, motivation and participation to the extent that the available time allows. However the time limitation of the managers is a major constraint.

#### DEAT Project Coordinator and DEAT component staff spends agreed time on project related issues.

The slow start was mainly due to vacant positions and limited availability of appointed staff, which resulted in the need for an extension of the inception phase. However as from the end of 2003 the project started to function as expected, although the main driving force probable still lies with the consultant team. This has to be shifted over the next 6-month period. From the DEAT resource commitment

perspective, staff input follows largely the project document requirement. It is however feared that the heavy workload on especially the directors and chief director may prevent them from allocating the specified time.

The assumption is therefore not yet fully fulfilled

Requirements included in staff performance contracts

The NWMSI project has been included in the annual DEAT business plans and furthermore included in the Chief Director, the Directors and the Component responsible staff's performance contracts.

DEAT budget reflect full involvement 2004-2006 and beyond.

The DEAT budget for 2004-2006 shows the involvement of DEAT in NWMSI through an allocation of ZAR 1,007,857 .

Efficient cooperation with ECBU, CD Regulatory Services and pilot organisations is established.

This assumption is partly outdated and partly overlapping with other assumptions.

Regarding the ECBU, it was decided that capacity Building component should remain in the Chief Directorate to ensure full alignment with other project activities.

However, the LSC-G has liaised with the ECBU project and is currently in the process of identifying cooperation areas.

The NWMSI must during the course of the project liaise with DEAT on amongst others progress made with the Waste Management Bill. Furthermore, the NWMSI project will identify more needs for legislation (like for instance on appropriate HCW management), which will be sourced into this directorate for inclusion in or amendments to the new legislation.

The co-operation with pilot institutions is dealt with in a previous assumption.

It is suggested, that the assumption be changed to read: Efficient Co-operation with Chief Directorate: Regulatory Services in place

Otherwise there is at this stage no need to change, modify, delete or introduce new assumptions relating to project objectives. Furthermore the indicators have been assessed. The indicators are valid and remain as is. Reference is made to Annexure A.

#### 4.6.2 Assumptions Regarding Outputs

Information on all major HCW generators and treatment / disposal facilities available for all provinces.

The fulfilment of this assumption is at this early stage not possible to assess. The assumption will be revisited in the 1<sup>st</sup> progress report

Data reporting enforced by legislation.

The delayed Draft Waste Management Bill is due to address the establishment of a Waste Information System (WIS). Sections contain establishment, objectives and issues that will provide for Regulations regarding the Objectives, Information provision and access to Information. If the Draft Bill (version 8.0 of June 2002) sections remains and the Bill is passed within reasonable time, the assumption will be

fulfilled. However, there is considerable uncertainty regarding the timing, as it seems that the Air Quality Management Act currently has a higher priority.

DEAT staff made available for all components and tasks specified. DEAT fulfilling the counterpart responsibility for project implementation as specified.

Reference is made to the similar assumption under 3.7. Assumptions re regarding Objectives.

Close co-operation with CD Regulatory Services and ECBU

Reference is made to the similar assumption under 3.7. Assumptions are regarding Objectives.

Political and management commitment and willingness for approval

This refers to the addressing and approval of legislative needs and / or financial issues identified for future implementation of the NWMS. Looking at the rate at which the Waste Management Bill has been taken forward, the assumption is not likely to be fulfilled within the NWMSI project period. However, whether the assumption will introduce a serious risk of future implementation and sustainability of the project depends entirely on the issues identified.

There is at this stage no need to change, modify, delete or introduce new assumptions regarding the Outputs. The Indicators also remain valid. Reference is made to Annexure A.

Appointment of International and Local consultants.

An additional assumption has been added regarding the timeous appointment of the local and International consultants. The assumption was added under Objective 4. The assumption reads.

*International and local consultants appointed timeously to assist with the implementation of the activities.*

## 5 Review of Project Outputs

### 5.1 Managerial Outputs

According to the Danish Donor Agency's Management Manual, the responsibility for drafting the Inception Report, the Progress Reports and the Completion Report lies with the Project Management assisted by the Consultants. However, in practice management reports will be drafted by the Consultants (primarily the LSC-G) together with the CTA-G and supported by the other LSC's and CTA-'s.

The PSC will review and give preliminary approval of the management reports. Following this, the two competent authorities (DEAT, and DANIDA) give final approval. The Project Document requires that Management Progress Reports be submitted every 6 months. If at all possible, it will be attempted to scheduled the reporting and the PSC-meetings in line with the milestone dates for delivery of major project Outputs. The prescribed Management Reports includes:

*Table 4: Management outputs*

MANAGEMENT OUTPUTS
<ul style="list-style-type: none"> <li>• Project Inception Report</li> <li>• Project Procedures Manual</li> <li>• Progress Report 1</li> <li>• Progress Report 2</li> <li>• Progress Report 3</li> <li>• Progress Report 4</li> <li>• Completion Report</li> </ul>

The purpose of the Progress Report is to describe on a regular basis, any problems that may have been encountered during implementation especially in relation to project Outputs and Objectives, and / or any document or project implementation plan. Furthermore, it serves as a formal request to DANIDA for budget changes or any shifts in budget lines.

The Output Indicators (Annex 2) have been assessed. These are valid and have not been changed. The Output Indicators will be used for verification of compliance with completion dates in management reports, as presented in the Annexed Output Monitoring Form.

## 5.2 Technical Outputs

Table 5: Technical

TECHNICAL OUTPUTS	
Output 1.1	Projections for HCRW generation and treatment.
Output 1.2	Develop models and tools for HCW management.
Output 1.3	Needed information from WIS specified.
Output 1.4	Crosscutting issues addressed.
Output 2.1	WIS software developed.
Output 2.2	Data reported to the WIS.
Output 2.3	Crosscutting issues addressed.
Output 3.1	Waste streams prioritised for recycling.
Output 3.2	Recommendations on extended producer responsibility.
Output 3.3	Needed information from WIS specified.
Output 3.4	Increased use of waste exchange system.
Output 3.5	Crosscutting issues addressed.
Output 4.1	DEAT Project Management.
Output 4.2	<del>Analysis of needs for further international collaboration</del>
Output 4.3	Project Relations

The Outputs have been reviewed by the PMG after it was discussed at the sectoral NWMSI Inception workshop. The Outputs are further to be approved during the NWMS PSC meeting in June 2004.

### General Assessment

The result is that a number of amendments to and updating of various Activities leading to the Outputs is required. However the current formulation of the Outputs is so broad that the new context and the resulting alignments/changes of Activities can easily be accommodated within the original Output formulation. Hence there is only a need to address one single Output.

### Output 4.2: Analysis of needs for further international collaboration

Based on an agreement between DEAT and the former DANCED, this Output was originally formulated with the option of seconding a Danish EPA advisor to DEAT. However, the current political climate in Denmark will not allow for funding of such an arrangement and it is proposed to delete this Output.

### Activity 4.3.3 Relations to international work.

This activity relates to work around the preparation for the WSSD in 2002. This activity is therefore not relevant anymore.



## 6 Revised & Updated Project Document

### 6.1 Revised Project Document

The Project Document text have been revised and updated. The amended list of Outputs as well as the various altered Activities has been incorporated as a result of the Project review. The LFA-matrix Annexed to the Project Document summarises the Output and Activity revisions.

The new Project Document forms part of the Inception Report although it is presented as a separate volume/report.

### 6.2 Revised Implementation Schedule

The delay in execution of the Inception Phase Activities as well as the late start up of component Activities is still affecting the time schedule for the project. However, it is at this stage envisaged that the project can catch-up on the delays for finalisation within the originally stipulated three-year project planning period.

However, due to the delays and due to the fact that the Project is in general getting off the ground more slowly than expected, it is feared that the time may be insufficient to ensure quality delivery of all Outputs required to reach the project Objectives. Almost one year has already been consumed to get the initial problems addressed. Problems with timing of deliverables are expected to relate primarily to DEAT procedures, the availability of staff and the possible delay of the pilot project initiations. Pilot projects are very time-consuming and a number of delays can be encountered in this area.

The first progress report (December 2004) will indicate whether it is realistic to keep to the current time frame as reflected in the schedules attached.

### 6.3 Revised Budget

The budget was revised during the 2003 project restructuring to reflect the new situation. During the Project Inception Phase in 2004 the budget was once again updated.

*As indicated in the Budget Summary presented in Tables D1 through D6 some adjustments were considered necessary during the Inception Phase revision of the budget. The required changes were as follows:*

- **Overall Budget:** The first and most dramatic change to the budget was the adjustments required for the fluctuation in the exchange rates since the project design in 2003. At the time when the project was designed, a ZAR / DKK ratio of 0,85 was used, whereas the ratio used for the revised budget (dated 14-05-2004) was 0,922. The aforesaid strengthening in the ZAR represents a reduction in available funding in ZAR that is equivalent to DKK 1,216,782 for expenses affected by the ZAR/DKK exchange rate;
- **Cost of Expatriate Staff:** A need was identified to increase the international consultant expertise by allowing a period of 1,5 person months for an international

legal specialist, as well as adding a total of 2,25 person months for an international economic instruments specialist, both spread between home office and SA. The unallocated international project staff time was at the same time reduced from 7 person months to 1 person month. In addition to the above, the rescheduling of the Project Inception Phase resulted in a need to increase the input from the Danish Inception and Follow-up support consultant by 182 hours home office time, whilst reducing the SA input from 11,5 to 9,5 months. Although some of the changes to the costs of expatriate staff were made available by reallocation of time previously allowed for under unallocated international project staff, it did result in a net shortfall of DKK 30,240.

- **Cost of Local Consultants and Project Staff:** In addition to the negative impact that the variance in ZAR - DKK exchange rate had on the ZAR funds available for the project (as referred to under bullet 1 above), the cost at which the local support consultants were appointed also exceeded the initial budget values to varying degrees and allowance had to be made for that. As a counter contribution towards the project, DEAT committed itself to make an amount of DKK 1,007,857 available towards the funding of the local support consultants.
- **Reimbursable expenses:** An additional amount of DKK 456,000 was allowed for under reimbursable expenses for the Danish Inception and Follow-up support consultant. Although some allocation was previously made for this in the budget, the rescheduling of the Inception Phase as well as the current uncertainty in terms of the way in which the External Danish Monitor will interact with the project, resulted in a need to make a separate allowance for this in the budget;
- **Equipment:** This part of the budget remained unchanged;
- **Other Activities:** The initial amount allowed for the international study tour was increased by a limited amount of DKK 56,600 to enable better participation of identified stakeholders in the study tours.
- With the WIS pilot projects intended to piggyback onto the HCW and Recycling pilot projects, it created the opportunity to bring about a substantial saving by reducing the WIS pilot project funds by an amount of DKK 983,700, leaving an amount of DKK 138,300 on the WIS pilot project for special applications.

*The sensitivity of the overall project budget to the ZAR - DKK rate of exchange may justify certain delays in money transfers from DANIDA to the RDP fund, as a temporary delay in the transfers could in some instances increase the ZAR value of the transfer due to a possible depreciation in the ZAR.*

Table 6. Project Budget (Total Budget)

**TOTAL BUDGET**

ANNEX.	ITEM No.	ITEM NAME	AMOUNT (DKK)
D.2	A	Cost of Expatriate Staff	kr 6,574,600
D.3	B	Cost of Local Consultants and Project Staff	kr 9,767,299
D.4	C	Reimbursable Expenses	kr 3,975,141
D.5	D	Equipment	kr 121,704
D.6	E	Other Activities	kr 2,867,420
		Subtotal 1:	kr 23,306,164
		Contingencies (0% - Contingencies located in central DANIDA fund)	kr 0
		Subtotal 2:	kr 23,306,164
		Less DEAT contribution for CTA support Consultants (ZAR 1 093 120)	kr 1,007,857
		<b>GRAND TOTAL :</b>	<b>kr 22,298,307</b>

Note: ZAR/DKK = 0,922 (14-05-2004)

Table 7. Project Budget (Cost of Expatriate Staff)

**COST OF EXPATRIATE STAFF**

Item	Name and Position	1	2	3	4	5	7	8
		No. of hours in home off. (DK)	Fee rate per hour in home office	Total home office	Number of M/M in South Africa	Fee rate per M/M in South Africa	Total in South Africa	Total home office & South Africa
A	1 Chief Technical Advisor (CTA) *	0	kr 900	kr 0	0.0	kr 150,000	kr 0	kr 0
	2 HCW Management Specialist	130	kr 900	kr 117,000	5.0	kr 150,000	kr 750,000	kr 867,000
	3 WIS Specialist	130	kr 900	kr 117,000	7.0	kr 150,000	kr 1,050,000	kr 1,167,000
	4 Recycling Specialist	130	kr 900	kr 117,000	6.5	kr 150,000	kr 975,000	kr 1,092,000
	5 Capacity Building Specialist	160	kr 700	kr 112,000	6.0	kr 120,000	kr 720,000	kr 832,000
	6 Legal Specialist	80	kr 900	kr 72,000	1.0	kr 150,000	kr 150,000	kr 222,000
	7 Economic Instrument Specialist	40	kr 900	kr 36,000	2.0	kr 150,000	kr 300,000	kr 336,000
	8 Unallocated Project Staff	0	kr 900	kr 0	1.0	kr 120,000	kr 120,000	kr 120,000
	Sub-total 1	670		kr 571,000	28.5		kr 4,065,000	
	9 External Project Monitor 1	0	kr 700	kr 0	6.0	kr 97,440	kr 584,640	kr 584,640
	10 External Project Monitor 2	182	kr 900	kr 163,800	9.5	kr 125,280	kr 1,190,160	kr 1,353,960
	Sub-total 2	182		kr 163,800	15.5		kr 1,774,800	
	Total Number / Amount	852		kr 734,800	44.0		kr 5,839,800	kr 6,574,600

Note: ZAR/DKK = 0,922 (14-05-2004)

Table 8. Project Budget (Cost of Local Consultants and Project Staff)

**COST OF LOCAL CONSULTANTS AND PROJECT STAFF**

Item	Name and Position	Estimated Mmonths	Fee Rate DKK/Month	Total	
B	1	Assistant CTA-G	16	kr 88,512	kr 1,416,192
	2	Assistant CTA-H	16	kr 88,512	kr 1,416,192
	3	Assistant CTA-W	16	kr 70,810	kr 1,132,954
	4	Assistant CTA-R	16	kr 63,434	kr 1,014,938
	5	HDI Consultant (15 % additional to 10% incl. in 1 and 2)	0	kr 88,512	kr 0
	6	HCW Management Specialist	5	kr 73,022	kr 365,112
	7	WIS Specialist	10	kr 73,022	kr 730,224
	8	WIS System Programmer	6	kr 73,022	kr 438,134
	9	Recycling Specialist	11	kr 73,022	kr 803,246
	10	Economist (Finacial Advisor)	7	kr 73,022	kr 511,157
	11	Legal Expert	7.5	kr 81,136	kr 608,520
	12	Capacity Building Specialist	10	kr 48,682	kr 486,816
	13	Environmental Health Specialist	3	kr 32,454	kr 97,363
	14	Unallocated Project Staff	8	kr 73,022	kr 584,179
	15	Unallocated Project Staff	2	kr 48,682	kr 97,363
	16	Unallocated Project Staff	2	kr 32,454	kr 64,909
	Total Number / Amount	135.5		kr 9,767,299	

Note: ZAR/DKK = 0,922 (14-05-2004)

Table 9. Project Budget (Reimbursable Expenses)

**REIMBURSABLE EXPENSES**

Item	Item	Unit	Cost per Unit	No. of Units	Total	
C	1	International Travels	Round Trip	kr 11,000	61	kr 671,000
	2	Domestic Airfares	Round Trip	kr 1,217	50	kr 60,852
	3	Hotel Accomodation Local Visits	Days	kr 406	200	kr 81,136
	4	Car Rental & Local Transport	Provisional sum	kr 243,408	1	kr 243,408
	5	Housing for CTA *	Months	kr 14,604	0	kr 0
	6	Hotel Accomodation Short Term Staff	Months	kr 13,387	45.5	kr 609,129
	7	Per diem, expatriate staff **	Days	kr 330	1365	kr 450,450
	8	Per diem, local staff	Days	kr 243	250	kr 60,852
	9	Internet, Communication, DHL & Postage	Provisional sum	kr 141,988	1	kr 141,988
	10	Training and Awareness Material.	Provisional sum	kr 81,136	1	kr 81,136
	11	Workshops and Technical Seminars	Number	kr 16,227	18	kr 292,090
	12	Expatriate Insurance	Provisional sum	kr 81,136	1	kr 81,136
	13	2 Full Time Secretaries	Months	kr 8,032	66	kr 530,143
	14	Office Facilities	Months	kr 4,868	36	kr 175,254
	15	Office Furniture	Provisional sum	kr 40,568	1	kr 40,568
	16	External monitor disbursements	Provisional sum	kr 456,000	1	kr 456,000
	Total Amount				kr 3,975,141	

Note: ZAR/DKK = 0,922 (14-05-2004)

Table 10. Project Budget (Equipment)

**EQUIPMENT**

Item	Description	Unit	Cost per Unit	No. of Units	Total
D 1	WIS Equipment	Provisional sum	kr 24,341	1	kr 24,341
2	3 Computers, 2 printers, MS Office software	Provisional sum	kr 56,795	1	kr 56,795
3	Fax, Rent Copier	Provisional sum	kr 40,568	1	kr 40,568
4					
5					
6					
7					
8					
9					
10					
	Total Amount				kr 121,704

Note: ZAR/DKK = 0,922 (14-05-2004)

Table 11. Project Budget (Other Activities)

**OTHER ACTIVITIES**

Item	Description	Unit	Cost per Unit	No. of Units	Total	
E	1	Pilot Study - HCW.	Provisional sum	kr 829,800	1	kr 829,800
	2	Pilot Study - WIS.	Provisional sum	kr 138,300	1	kr 138,300
	3	Pilot Study - Recycling	Provisional sum	kr 1,622,720	1	kr 1,622,720
	4	Study Tour	Provisional sum	kr 276,600	1	kr 276,600
	5					
	6					
	7					
	8					
	9					
	10					
	Total Amount				kr 2,867,420	

Note: ZAR/DKK = 0,922 (14-05-2004)



**Annexure A:  
Quality Assurance Form**

## Assumption Monitoring Form

*Table 12: Assumptions relating to Objectives*

No	Assumption	Means of Verification	Check point date
1	GDACEL project results available.	Documentary	Progress Reports
2	Co-operation of all role players and stakeholders.	Approved co-operative agreements	Progress Reports
3	Sufficient incentives to recycle notwithstanding the availability of relatively cheap raw materials	WIS data showing increase Political support	Progress Reports
4	Pilot projects successfully implemented and disseminated.	Inspection of dissemination reports	Progress Reports
5	Political, economical and managerial support of the project.	DEAT annual budget for NWMSI	Progress Reports
6	DEAT Project Coordinator and DEAT component staff spend agreed time on project related issues.	PMG minutes, Project Progress, Time sheets if required	Progress Reports
7	Requirements included in staff performance contracts	Documentary	Progress Reports
8	DEAT budget reflect full involvement 2002-2005 and beyond.	DEAT EQP annual budget	Progress Reports
9	Efficient Co-operation with Chief Dir Law Enforcement and ECBU in place	Minutes of Meetings	Progress Reports
10	CTA's and LSC's identified and in operation from project start.	Inception Report	Progress Reports
11	Financial Manager in place for budget issues.	Inception Report	Progress Reports

*Table 9: Assumptions relating to Outputs*

No	Assumption	Means of Verification	Check point date
1	Information on all major HCW generators and treatment/disposal facilities available for all provinces	Documentary	Progress Reports
2	Data reporting enforced by legislation	Government Gazette	Progress Reports
3	DEAT staff made available for all components and tasks specified.	PMG meetings, progress reports	Progress Reports
4	DEAT fulfilling the counterpart responsibility for project implementation as specified.	Documentary, Project progress	Progress Reports
5	Close co-operation with Law Enforcement Chief Directorate and ECBU	Minutes of Meeting	Progress Reports
6	Political and management commitment and willingness for approval	Annual budgets	Progress Reports

**Annexure B:  
Output Monitoring Form**

## Output Monitoring Form

No	Output	Indicators	Means of Verification	Completion
<b>MANAGEMENT OUTPUTS</b>				
1	Project Inception Report	Report approved and comply with DANIDA requirements	Inspection of report, PMG and PSC minutes	June 2004
2	Project Procedures Manual	As above	As above	June 2004
3	Project Progress Report 1	As above	As above	Dec. 2004
4	Project Progress Report 2	As above	As above	June 2005
5	Project Progress Report 3	As above	As above	Dec. 2005
6	Project Progress Report 4	As above	As above	June 2006
7	Project Progress Report 5	As above	As above	Dec 2006
8	Completion Report	As above	As above	Dec 2006
<b>TECHNICAL OUTPUTS</b>				
Output 1.1	Projection for HCRW generation and treatment.	Extrapolation report issued.	Communication Secretariat (CS) distribution report on extrapolation report.	2004-12-07
Output 1.2	Develop models and tools for HCW management.	Strategy and Action Plan models, guidelines, technical specifications and standard tender documents issued and implemented in pilot areas.	CS distribution report on documents. Inspection of pilot project reports.	2006-06-20
Output 1.3	Needed information from WIS specified.	Data required from WIS for the HCW component specified.	Quality assurance of specification.	2004-12-07
Output 1.4	Crosscutting issues addressed.	Crosscutting Issues Implementation Report.	Inspection of report.	2006-12-07
Output 2.1	WIS software developed.	Software in place in DEAT and available to provinces and local government.	Demonstration of software for and approval by DEAT and PSC. CS distribution report on software.	2006-06-20
Output 2.2	Data reported to the WIS.	Specified data are available to the HCW and the recycling component.	Inspection of the WIS information.	2006-12-07
Output 2.3	Crosscutting issues addressed.	Crosscutting Issues Implementation Report.	Inspection of report.	2006-12-07
Output 3.1	Waste streams prioritised for recycling.	Two priority waste streams have been identified for further investigation.	Quality assurance of report that analyses and prioritises waste streams	x
Output 3.2	Recommendations on extended producer responsibility.	A report that presents the viability and recommendations for implementing extended producer responsibility.	Quality assurance of report.	x
Output 3.3	Needed information from WIS specified.	Data required from WIS for the recycling component specified.	Quality assurance of specification.	x
Output 3.4	Increased use of waste exchange system.	Analysis of awareness. At least 30% more waste handled by the exchange initiative.	Interviews. Waste Exchange software system.	x
Output 3.5	Crosscutting issues addressed.	Crosscutting Issues Implementation Report.	Inspection of report.	x
Output 4.1	DEAT Project Management.	DEAT fulfilling the counterpart responsibility for project implementation as specified.	PSC meeting minutes. Progress Reports. Performance contracts with DEAT staff.	2006-12-07
Output 4.2	<del>Analysis of need for further international collaboration.</del>	<del>Analysis report.</del>	<del>Quality assurance of report.</del>	
Output 4.3	Project Relations	Analysis report.	Quality assurance of report.	2006-12-07

**Annexure C:  
Overall Project Implementation Plan**

## Overall Project Implementation Plan

Project Implementation Plan		Project Year 2004				Project Year 2005				Project Year 2006			
		Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec
	<b>Mobilisation</b>	█											
	<b>Inception</b>												
	<b>Inception Report</b>		█										
	<b>Progress Report</b>				█	█		█		█			
	<b>Project Completion Report</b>												█
	<b>External Project Monitor</b>				█	█		█		█			
<b>1</b>	<b>Improved Health Care Waste Management.</b>												
1.1	Projections for HCRW generation and treatment.												
1.2	Develop models and tools for HCW management.												
1.3	Needed information from WIS specified.												
1.4	Crosscutting issues addressed.												
<b>2</b>	<b>Waste Information System is established and in use.</b>												
2.1	WIS software developed.												
2.2	Data reported to the WIS.												
2.3	Crosscutting issues addressed.												
<b>3</b>	<b>Recycling of waste is increased and extended.</b>												
3.1	Waste streams prioritised for recycling.												
3.2	Recommendations on extended producer responsibility.												
3.3	Needed information from WIS specified.												
3.4	Increased use of waste exchange system.												
3.5	Crosscutting issues addressed.												
<b>4</b>	<b>DEAT is capacitated to take full control of NWMS.</b>												
4.1	DEAT Project Management												
4.2	Project Relations.												

**Annexure D:  
Detailed Project Implementation Plan**

## Detailed Project Implementation Plan

No.	Output	Start	Internal out	External out	Workshop	PSC-meetings	Completion Date
<b>Management Outputs</b>							
1	Project Inception Report	04-04-30	14-05-04	04-06-04	not applicable	2004-06-15	2004-06-21
1a	Project Procedures Manual	03-09-01	04-12-04	04-06-04	n/a	2004-06-15	2004-06-21
2	Project Progress Report 1	04-09-15	04-10-15	04-11-01	n/a	2004-11-30	2004-12-07
3	Project Progress Report 2	05-03-15	05-04-15	05-05-01	n/a	2005-06-14	2005-06-21
4	Project Progress Report 3	05-09-15	05-10-15	05-11-01	n/a	2005-11-29	2005-12-06
5	Project Progress Report 4	06-03-15	06-04-15	06-05-01	n/a	2006-06-13	2006-06-20
6	Completion Report	06-09-15	06-10-15	06-11-01	n/a	2006-11-30	2006-12-07
<b>Technical Outputs</b>							
Output 1.1	Projection for HCRW generation and treatment.	2004-04-01	2004-09-01	2004-11-01	9 x provincial.	2004-11-30	2004-12-07
Output 1.2	Develop models and tools for HCW management.	2004-09-01	2006-02-01	2006-04-01	3 x national.	2006-06-13	2006-06-20
Output 1.3	Needed information from WIS specified.	2004-04-01	2004-06-01	2004-08-01	Included in 9 x prov.	2004-11-30	2004-12-07
Output 1.4	Crosscutting issues addressed.	2004-07-01	2006-10-01	2006-12-01	3 x national.	2006-11-30	2006-12-07
Output 2.1	WIS software developed.	2004-08-01	04-10-15	04-11-01	yes	2004-11-30	2004-12-07
Output 2.2	Data reported to the WIS.	06-09-15	06-10-15	06-11-01	n/a	2006-11-30	2006-12-07
Output 2.3	Crosscutting issues addressed.	06-09-15	06-10-15	06-11-01	n/a	2006-11-30	2006-12-07
Output 3.1	Waste streams prioritised for recycling.	X	X	X	X	X	X
Output 3.2	Recommendations on extended producer responsibility.	X	X	X	X	X	X
Output 3.3	Needed information from WIS specified.	X	X	X	X	X	X
Output 3.4	Increased use of waste exchange system.	X	X	X	X	X	X
Output 3.5	Crosscutting issues addressed.	X	X	X	X	X	X
Output 4.1	DEAT Project Management.	2004-01-01	06-10-15	06-11-01	n/a	2006-11-30	2006-12-07
Output 4.2	<del>Analysis of need for further international collaboration</del>						
Output 4.3	Project Relations	2004-01-01	06-10-15	06-11-01	n/a	2006-11-30	2006-12-07
	Quality Audit 1	04-10-01	04-10-15	n/a	n/a	n/a	2004-10-15
	Quality Audit 2	05-10-01	05-10-01	n/a	n/a	n/a	2004-10-01



**Annexure E:**  
**DEAT Resource Commitment Agreement**

(Signed copy to be inserted)

**Annexure F:  
PSC-Minutes 15 June 2004**

(To be inserted after PSC)



**Annexure G:  
Communication Plan**



**Department of  
Environmental Affairs & Tourism**

**NWMS Implementation Plan  
Draft Communication and  
Consultation Plan**

## TABLE OF CONTENTS

<b>1.</b>	<b>INTRODUCTION AND BACKGROUND</b> .....	<b>44</b>
<b>2.</b>	<b>COMMUNICATIONS OBJECTIVES</b> .....	<b>45</b>
<b>3.</b>	<b>KEY STAKEHOLDERS</b> .....	<b>45</b>
3.1	Internal stakeholders include: .....	46
3.2	External stakeholders encompass other individuals, organizations, and communities.....	46
<b>4.</b>	<b>COMMUNICATIONS NEEDS</b> .....	<b>49</b>
<b>5.</b>	<b>COMMUNICATION STRUCTURES</b> .....	<b>49</b>
5.1	Communication Secretariate (CS).....	49
5.2	Terms of Reference (TOR) of the Communication Secretariate (CS) .....	50
5.3	Support to the CS .....	50
<b>6.</b>	<b>COMMUNICATION TOOLS</b> .....	<b>51</b>
<b>7.</b>	<b>THEMES AND MESSAGES</b> .....	<b>52</b>
<b>8.</b>	<b>COMMUNICATIONS PROGRAMME</b> .....	<b>52</b>
<b>9.</b>	<b>ASSUMPTIONS</b> .....	<b>53</b>
<b>10.</b>	<b>BUDGET</b> .....	<b>54</b>

## 1 Introduction and Background

The National Waste Management Strategy (NWMS) was adopted in 2000 as guiding document to managing waste in a sustainable manner. The objective of integrated pollution and waste management is to move away from fragmented and uncoordinated waste management to integrated waste management. Such a holistic and integrated management approach extends over the entire waste cycle from cradle to grave, and covers the prevention, generation, collection, transportation, treatment and final disposal of waste.

Integrated waste management thus represents a paradigm shift in South Africa's approach to waste management, by moving away from waste management through impact management and remediation and establishing instead a waste management system which focuses on waste prevention and minimisation.

The NWMS aims to reduce both the generation and the environmental impact of waste. It presents a plan for ensuring that the socio-economic development of South Africa, the health of its people and the quality of its environmental resources are no longer adversely affected by uncontrolled and uncoordinated waste management. It establishes a waste management system that concentrates on avoiding, preventing and minimising waste and makes provision for waste management services for all by extending an acceptable standard of waste collection, as well as transportation, treatment and disposal services to all communities

The NWMS implementation project was designed in 2001, but because of various reasons implementation only started a few months ago. In that period significant progress has taken place towards achieving the ideal of the strategy. Four components of the NWMS have been identified for implementation. They are Recycling, Health Care Waste Management, Waste Information System and Capacity building.

The immediate objectives of the four project components are as follows:

**Objective 1 - Improved Health Care Waste Management:** Sustainable and integrated Health Care Waste Management in South Africa, established within the frames of the NWMS, covering the full waste stream from cradle to grave for all generators of HCW from areas with varying population densities and varying degrees of accessibility.

**Objective 2 - Waste Information System is established and in use:** A waste Information System (WIS) has been established in DEAT with management and software in place. Minimum reporting requirements has been established for provincial and local level.

**Objective 3 - Recycling of waste is increased and extended:** In the pilot areas, new waste streams are identified, existing initiatives are expanded and improved and new initiatives are implemented. Appropriate mechanisms are identified and developed that promotes sustainable recycling by all members of the recycling chain. Appropriate mechanisms for recycling with specific circumstances will be based on



an appraisal of the social environmental and economic benefits and costs of recycling in comparison with one-way consumption disposal.

**Objective 4** - DEAT is capacitated to take full control of NWMS: The NWMS is deeply anchored in the departmental staff which through capacity development and project involvement have been enabled to take full control of future implementation.

## 2 Communications Objectives

As the project entail the involvement of a wide range of internal and external stakeholders it is important to ensure that an effective communication Plan is implemented. This will ensure involvement and informed decision-making by everyone involved.

**Consultation Plan:** Develop a plan (the who, as well as the what, where and how) to guide project consultation with all appropriate stakeholders including appropriate interested and affected parties. These will include other directorates within DEAT, other national departments (e.g. DWAF, DTI, DME, DoH, etc), provincial and local government, and civil society (e.g. NGOs, CBO's, business, commerce and industry, mining, etc.)

**Communications Plan:** Develop a communications plan to inform and invite input to the project by all appropriate stakeholders including all appropriate interested and affected parties, as well as associated projects. The plan will further also aim at the effective dissemination of the results and findings of the project in order to enhance its sustainability. The plan will be co-ordinated with the established communication secretariat.

***The key objectives of the Communication and Consultation Plan will be:***

- Improve communication and information management within DEAT on the project.
- Improve communication, cooperation and information exchange between DEAT, other national government agencies, provincial and local government.
- Create a wider awareness of the NWMS implementation project and its objectives amongst all stakeholders.
- Develop tools for effective participation and mobilization of all stakeholders
- Develop tools for effective communication and participation mechanisms for communities where pilot projects will be conducted
- Ensure that the project complements other related projects and programmes.
- Develop a national awareness of the project.

## 3 Key Stakeholders

Key stakeholders, and other stakeholders, are considered to be of two principal types: internal and external.

### 3.1 Internal stakeholders include:

***Department of Environmental Affairs and Tourism (DEAT):*** Responsible for environmental protection and ensuring that environmental considerations are taken into account in development activities. Furthermore, the department has to promote sustainable development and the utilisation of natural resources and foster equitable access to the benefits derived from natural resources. DEAT is the lead agent for the environment and is responsible for the implementation and administration of NEMA, including awareness raising, education and training, as well as entering into Environmental Management Co-operation Agreements with stakeholders. DEAT is responsible for the implementation of the Atmospheric Pollution Prevention Act, the Environment Conservation Act and to evaluate the environmental impact of development projects in accordance with the EIA requirements. DEAT is also responsible for implementing the NWMS and will be the executing agency for this project, as well as to facilitate the implementation of the waste management strategies and pilot projects developed. Key components in DEAT will be:

- Deputy Minister
- Director-General
- Deputy Director-General
- Branch: Environmental Quality and Protection.
- Chief Directorate: Pollution and Waste Management
- Chief Technical Advisors (CTA's)

### 3.2 External stakeholders encompass other individuals, organizations, and communities.

***Department of Water Affairs and Forestry (DWAF):*** Responsible for water resource management and are obligated to ensure that water resources are protected, equitably allocated and used in an optimal way for the benefit of all South Africans, through the implementation of new water related Acts, e.g. the National Water Act and the Water Services Act. DWAF is currently responsible for fulfilling the obligations in terms of Section 20 of the Environment Conservation Act regarding the permitting of landfill sites, however this function will be moved to the Department of Environmental Affairs and Tourism.

***Department of Health:*** Responsible for regulating the health care industry and the promotion of health. The Department sets norms and standards and monitors environmental impacts associated with health, for example housing standards, and occupational hazards. The DOH is responsible for the implementation of The Health Act and the Human Tissue Act (Act No.65 of 1983). The DOH will be one of the key stakeholders of this project, particularly for the HCW and to a lesser extent the WIS components. Dissemination of information obtained through the project as well as enforcement of implementation of the HCW management strategies that is to be developed through the project, will be the responsibility of the National Department of Health through the various Provincial Departments of Health.

***The Department of Transport and Public Works:*** Responsible for the implementation of the Roads and Transport Act. Setting standards for the collection and transportation of HCW waste (classified as hazardous waste) is the responsibility

of this Department, particularly the associated risks and emergency response required in the event of an emergency situation. Issues around a waste manifest will also be of importance to this Department.

***Department of Trade and Industry:*** Responsible for regulating trade and industry and their associated environmental impacts. The Department of Trade and Industry will be one of the key stakeholders in the development and implementation of economic instruments for waste management, as well as evaluating the effect of cleaner production and recycling initiatives on industry.

***Department of Provincial and Local Government:*** Responsible for facilitating the practice of good governance and service delivery for the benefit of all South Africans. This department is responsible for the Municipal Systems Act, which regulates the activities of local government, responsible for promoting a safe and healthy environment within municipal areas. With local government also being responsible for the management of certain clinics within their areas of jurisdiction, they will also have a duty of care in terms of HCW generated at such clinics.

***Department of Labour:*** Responsible for setting standards, norms and legislative framework for labour issues. The Department also shares responsibility for occupational health and safety with the Department of Health and the Department of Minerals and Energy.

***Provincial Environmental Departments:*** Responsible for regulating, monitoring and administering NEMA at a provincial level. These departments have the legislative function to implement the Environmental Impact Assessment regulations in terms of the Environment Conservation Act. Furthermore, their responsibilities also include the development of provincial integrated waste management plans. Provincial government will be a key stakeholder in implementing all three components of the project, HCW, WIS and Recycling.

***Provincial Departments of Health:*** With most public hospitals and quite a large number of clinics falling under the provincial departments of health, they will have a very important role to play in terms of the implementation of the various HCW Outputs delivered by the project. The provincial departments of health will further have a responsibility in terms of the duty of care principle for all HCW generated at the hospitals and clinics falling under their jurisdiction.

***Local Government:*** Responsible for the provision of services to their constituencies. Their specific areas of competencies include a number of activities, which are central to environmental management, including municipal planning, waste management, environmental health management, water conservation, sanitation, and storm water management. With a large number of public clinics falling under the local authorities, they will have a responsibility in terms of the implementation of the various HCW Outputs delivered by the project. The local authorities will further have a responsibility in terms of the duty of care principle for all HCW generated at the clinics falling under their jurisdiction. Local government will be a key stakeholder in implementing all three components of the project, HCW, WIS and recycling.

**Forums:** Forums to be actively informed and involved are Committee for Environmental Coordination (CEC), MINMEC, MINTECH, Working Group 2, the National Recycling Forum and the HCW Management Interest Group. These forums all relate to communication and coordination on with various levels of government as well as other stakeholders. A regular communication channel to these forums is therefore of critical importance. **Politicians:** National, provincial and local government politicians who are responsible for decision making at all levels of government, including matters relating to the environment.

**Organised Labour:** Responsible for representing workers in industries that have a potentially negative impact on health, safety and the environment. In addition, organised labour provides support and advice to workers in their efforts to reverse local environmental injustices.

**Environmental and Development Non-governmental Organisations:** These organisations provide communication, co-ordination and networking whereby civil society can contribute to, and enable participatory decision-making and democratic environmental governance. This includes mobilising community environmental and development concerns and facilitating participation within local, provincial, national, regional and international processes.

**Community-based Organisations:** These organisations represent and ensure community participation in decision-making processes related to development. For example, these organisations include civics, community forums and ratepayers associations.

**Industry:** Large and medium sized industries have a significant potential to impact on the environment. They can be reached through umbrella organisations that represent specific activities and interests and through targeted advertising. These organisations can help raise awareness of environmental issues within their membership and assist to facilitate sound environmental management practices.

**Professional Organisations:** These organisations register and support professionals in their field of practice. They assist in the dissemination of information, education and training, capacity building and the implementation of environmental management technology and methodologies. The essential professional groups for this project are the organisations representing health care professionals, environmental health officers, who work largely in local authorities, town planners and environmental, water and waste management specialists, for example the Institute for Waste Management, the Water Institute of Southern Africa and forums for journalists and media workers.

**Danida:** The Danish Government will be funding the project and will therefore play an important role in the project.

**Consultants:** Both local and international consultants will participate and contribute to the project. The Local Support Consultants (LSC) will play a key role in the implementation of the project.

### 3.3 Management structures

**Project Steering Committee (PSC):** The PSC constitutes the overall Project management structure and is representative of all internal and external key stakeholders.

**Project Management Group (PMG):** The PMG is the DEAT internal project management structure and must therefore have a very effective communication mechanism.

**Technical Advisory Committees (TAC):** The TAC's will operate within each component and communication will be component related. Communication within these structures will primarily be the responsibility of the CTA's and CTA Support consultants

## 4 Communications Needs

The following communication and consultation needs must be addressed in the Communication Plan

- Effective communication within DEAT e.g. Deputy Minister, Director General (DG), Branch, Chief Directorate and Project Management Group (PMG).
- Effective communication with overall project management (PSC)
- Effective consultation with other government departments on all levels (especially in pilot areas)
- Effective consultation and communication with other external stakeholders.
- Public awareness where applicable (e.g. pilot areas)

## 5 Communication Structures

### 5.1 Communication Secretariat (CS)

The task of the *Communication Secretariat (CS)* established in Activity 4.1.4 of the Project Document is to ensure the necessary communication with other departments, provinces, local governments and the general public. Furthermore, it is the responsibility of the CS to provide an efficient dissemination of the project results. DEAT will provide staffing, budget and equipment for the communication secretariat.

- A staff component of at least one full time dedicated qualified communications person is required to manage the communication program with at least a 10% input from the branch communication official as well as the communication directorate.
- Alternatively at least three existing DEAT communication staff members from the branch and directorate spending at least 30% of their time dedicated to the project communications plan.
- Alternatively outside communication companies can be asked to tender for the implementation of the programme.
- The staff managing the programme must have full access to the DEAT communication facilities (under supervision where necessary) and expertise.
- The CS will be supported by the project secretaries, CTA's and LSC's.

## **5.2 Terms of Reference (TOR) of the Communication Secretariat (CS)**

- The CS will be responsible for drafting a Communication and Consultation Plan for the project with support from the CTA-G/LSC-G.
- The CS will be responsible for the full implementation of the approved Communication and Consultation Plan.
- The CS will use the approved plan but will be responsible to take initiative, propose alternatives and develop proposals, examples and presentations that could be tabled for consideration by the PMG.
- The CS will be responsible to implement the programme as a whole timeously and within the budget provided.
- The CS will work under direct supervision of the CTA G/LSC-G.
- The CS will work closely with the CTA's/LSC's regarding component and pilot project activities.
- The CS will be supported by the project secretaries.
- The CS will provide logistical support at all the events specified in the Communication Plan.
- The CS will be responsible for the preparations and logistical arrangements of all events specified in the Communication and Consultation Plan. This will include arrangements for venues, name tags, meals, displays, equipment etc.
- All arrangements will be subject to approval by the CTA-G/LSC-G.
- A representative from the CS will attend the weekly PMG meetings.
- The CS will be responsible for development, printing and distribution of all materials as part of the plan e.g. newsletters, posters, pamphlets, displays, presentations etc. They will be assisted and provided with information by the CTA's/LSC's.

## **5.3 Support to the CS**

- The CTA-G/LSC-G will provide guidance and support to the CS.
- The CTA-G/LSC-G will conduct regular meetings with the CS.
- The project secretaries will assist with logistical arrangements regarding all activities of the plan.
- The project secretaries will provide secretarial services to the meetings and workshops.
- The CTA's/LSC's will provide guidance regarding component events including activities related to the pilot projects.
- The CTA's/LSC's will provide the necessary information and guidance for the newsletter, posters, pamphlets, presentations etc.
- The Web Page will be managed by the project secretaries.

## 6 Communication Tools

To ensure effective communication with all relevant stakeholders the following communication tools will be applied.

Tool	Audience	Number of participants	Frequency and total
1. Workshops	<ul style="list-style-type: none"> <li>Stakeholders</li> <li>Components</li> <li>Technical Adv committee</li> <li>Pilot Projects</li> </ul>	<ul style="list-style-type: none"> <li>150 people</li> <li>20 people</li> <li>None. Included in above</li> <li>15 people</li> </ul>	<ul style="list-style-type: none"> <li>2 x per annum (6)</li> <li>2 x per annum/component (18)</li> <li>2 x per annum/pilot project (24)</li> </ul>
2. Meetings	<ul style="list-style-type: none"> <li>Stakeholder Group</li> <li>PSC</li> <li>PMG</li> <li>Technical Adv Group</li> <li>Pilot Projects</li> <li>Working Group 2 &amp; Health provinces (back to back)</li> </ul>	<ul style="list-style-type: none"> <li>None</li> <li>25 people</li> <li>12 people</li> <li>10 people per comp</li> <li>10 people (4 pilots)</li> <li>30 people</li> </ul>	<ul style="list-style-type: none"> <li>None</li> <li>2 x per annum (6)</li> <li>1 x per week (52 x 3)</li> <li>3 per annum/component (27)</li> <li>4 per annum/pilot project (48)</li> <li>6 per annum</li> </ul>
3. Newsletter	<ul style="list-style-type: none"> <li>All</li> </ul>	<ul style="list-style-type: none"> <li>200 (stakeholders)</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly (12)</li> </ul>
4. Posters	<ul style="list-style-type: none"> <li>General</li> <li>Component</li> <li>Pilot projects</li> </ul>	<ul style="list-style-type: none"> <li>2000</li> <li>2000</li> <li>2000</li> </ul>	<ul style="list-style-type: none"> <li>3 posters (3)</li> <li>3 per component (9)</li> <li>2 per pilot project (8)</li> </ul>
5. Pamphlets	<ul style="list-style-type: none"> <li>All</li> </ul>	<ul style="list-style-type: none"> <li>2000</li> </ul>	<ul style="list-style-type: none"> <li>4 (8000)</li> </ul>
6. Presentations	<ul style="list-style-type: none"> <li>Stakeholder Group</li> <li>PSC</li> <li>PMG</li> <li>Components</li> <li>Pilot Projects</li> <li>Interest groups</li> </ul>	<ul style="list-style-type: none"> <li>150</li> <li>25</li> <li>12</li> <li>20 x 3 comp's (60)</li> <li>15 x 4 pp's (60)</li> <li>50</li> </ul>	<ul style="list-style-type: none"> <li>4</li> <li>6</li> <li>5 per annum (15)</li> <li>5 per annum (15)</li> <li>3 per annum (12)</li> <li>3 per annum (9)</li> </ul>
7. emails	<ul style="list-style-type: none"> <li>Stakeholder Group</li> <li>PSC</li> <li>PMG</li> <li>Components</li> <li>Technical Adv Group</li> <li>Pilot Projects</li> <li>Interest groups</li> </ul>	<ul style="list-style-type: none"> <li>150</li> <li>25</li> <li>12</li> <li>20</li> <li>15 (5 x 3 Comp's)</li> <li>40 (10 x 4 pp's)</li> <li>50</li> </ul>	<ul style="list-style-type: none"> <li>10 per annum (4500)</li> <li>5 per annum (375)</li> <li>100 per annum (6600)</li> <li>50 per annum (3000)</li> <li>20 per annum (90)</li> <li>20 per annum (2400)</li> <li>4 per annum (1000)</li> </ul>
8. Letters	<ul style="list-style-type: none"> <li>Stakeholder Group</li> <li>PSC</li> <li>PMG</li> <li>Components</li> <li>Technical Adv Group</li> <li>Pilot Projects</li> <li>Interest groups</li> </ul>	<ul style="list-style-type: none"> <li>150</li> <li>25</li> <li>12</li> <li>20</li> <li>15</li> <li>40</li> <li>50</li> </ul>	<ul style="list-style-type: none"> <li>2 per annum (300)</li> <li>3 per annum (75)</li> <li>None</li> <li>None</li> <li>None</li> <li>3 per annum (120)</li> <li>3 per annum (150)</li> </ul>
9. Website	<ul style="list-style-type: none"> <li>All</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
10. Photo archive	<ul style="list-style-type: none"> <li>All</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
11. Advertorials	<ul style="list-style-type: none"> <li>Sunday Times, City Press, Beeld/Burger</li> </ul>	<ul style="list-style-type: none"> <li>National audience</li> </ul>	<ul style="list-style-type: none"> <li>2 per annum</li> </ul>

## 7 THEMES AND MESSAGES

Key themes to be communicated:

- Sustainable development at local level.
- Waste management concepts
- Reduce, Reuse, Recycle, and make a living out of waste;
- Importance of quality information on waste.
- Potential dangers and impacts of HCRW on communities.
- Government is developing effective laws to reduce waste and combat pollution.

## 8 COMMUNICATIONS PROGRAMME

Target Group	Tools	Activities	Responsible	Target date
1. National Audience	<ul style="list-style-type: none"> <li>• Advertorials in news papers;</li> <li>• Actuality TV programs like 50/50</li> </ul>	<ul style="list-style-type: none"> <li>• Draft adverts</li> <li>• Finalise content</li> <li>• Arrange for placement</li> <li>• Monitor advert in newspaper</li> <li>• Activities for Initiating TV actuality programmes</li> </ul>		
2. DEAT	<ul style="list-style-type: none"> <li>• Regular written progress report submissions</li> <li>• Verbal presentations</li> <li>• Newsletter</li> <li>• Web page</li> </ul>	<ul style="list-style-type: none"> <li>• Distribute progress reports in DEAT (hard copies and electronically)</li> <li>• Draft submissions to Deputy Minister, DG and DDG.</li> <li>• Arrange meetings with Deputy Minister, DG or DDG as required.</li> <li>• Distribute Newsletter in DEAT (hard copies and electronically)</li> <li>• Update Web page regularly and all DEAT staff informed by internal email.</li> </ul>		
3. Other National Government Agencies	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Meetings.</li> <li>• CEC meetings</li> <li>• MOU's</li> <li>• Progress Reports</li> <li>• Newsletter</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Draft DG to DG letters</li> <li>• Arrange one on one meetings (Clarification of roles and responsibilities).</li> <li>• Set meetings for other matters to be resolved</li> <li>• Submit Progress Reports to CEC</li> <li>• Draft MOU's (NDoH, DWAF?)</li> <li>• Submit Progress Reports to NDoH on HCRW pilot projects.</li> </ul>		
4. Provincial government Departments	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Meetings</li> <li>• MINMEC meetings</li> <li>• MINTECH meetings</li> <li>• Working Group 2 meetings.</li> <li>• DoH provincial meetings</li> <li>• MOU's</li> <li>• Progress Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Draft DG to HOD letters</li> <li>• Submit Progress Reports to HOD, MINTECH, Working Group 2 and DoH provincial meetings</li> <li>• Arrange one on one meetings (Clarification of roles and responsibilities).</li> <li>• Obtain Agreement on pilot projects.</li> <li>• Draft MOU's on pilot projects</li> <li>• Table issues for discussion at W Gr 2 meetings and DoH provincial meetings.</li> </ul>		



Target Group	Tools	Activities	Responsible	Target date
	<ul style="list-style-type: none"> <li>• Newsletter</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• (e.g. Representation on PSC)</li> </ul>		
5. Local Government	<ul style="list-style-type: none"> <li>• Letters to councils</li> <li>• Meetings</li> <li>• SALGA meetings</li> <li>• MOU's</li> <li>• Progress Reports</li> <li>• Newsletter</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Arrange for SALGA representation on PSC.</li> <li>• Arrange for one on one meetings with specific local governments/councils on pilot projects</li> <li>• Draft MOU's on pilot projects.</li> <li>• Submit Progress Reports on Pilot Projects to relevant Councils</li> </ul>		
6. Stakeholder Group	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Progress Reports</li> <li>• Relevant documents</li> <li>• Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Arrange regular workshops with stakeholders to inform them on progress with the project and obtain wider input.</li> </ul>		
7. PSC	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Progress Reports</li> <li>• Relevant documents</li> <li>• Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Arrange PSC meetings every 5 to 6 months.</li> <li>• Submit Progress Reports to PSC</li> <li>• Submit relevant documents to PSC</li> <li>• Distribute newsletter to PSC.</li> </ul>		
8. PMG	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Progress Reports</li> <li>• Relevant documents</li> <li>• Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Arrange PMG meetings every week.</li> <li>• Submit Progress Reports to PMG</li> <li>• Submit relevant documents to PMG</li> <li>• Distribute newsletter to PMG.</li> </ul>		
9. Technical Advisory Committees	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Relevant documents</li> <li>• Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Arrange TAC meetings every 3 to 4 months.</li> <li>• Submit Progress Reports to TAC</li> <li>• Submit relevant documents to TAC</li> <li>• Distribute newsletter to TAC.</li> </ul>		
10. Pilot projects	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• PP Progress Reports</li> <li>• Relevant documents</li> <li>• Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Arrange PP meetings ly</li> <li>• PP Progress Reports to PP community.</li> <li>• Submit relevant documents to PP community</li> <li>• Distribute newsletter to PP community.</li> </ul>		
11. Interest Groups	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Presentations</li> <li>• Newsletter</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Arrange for meetings when necessary.</li> <li>• Compile presentations where necessary</li> <li>• Distribute newsletter to PP community.</li> <li>• Site visits</li> </ul>		

## 9 ASSUMPTIONS

- Where possible DEAT venues will be utilized without cost ( less than 30 people)
- In many cases the same material will be used for different groups.
- Four pilot projects will be operational
- Each component will have a Technical Advisory Committee (10 people)

- Overall NWMSI Stakeholder group will be at least 120 people.
- Travel and accommodation costs are catered for only on a very limited scale (NGO's and CBO's where requested)
- Advertorials will be placed in the Sunday Times, City Press and Beeld/Burger at approximately of R150 000 per advert (all four papers) two times per annum.
- Actuality TV programs like 50/50 will only have indirect costs incurred through assistance provided in scrip writing and filming.

## **10 BUDGET**

A total budget of R 1, 5 million will be required over the next three years (excluding staff) to implement the programme.

If a full time person is contracted from outside, or additional full time staff is to be appointed, an additional amount will have to be provided for such contracts.

## **Annexure H: Co-governance Agreement**



**DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND TOURISM**

**DEPARTMENT OF HEALTH**

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**MEMORANDUM OF UNDERSTANDING**

**BETWEEN THE NATIONAL DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND  
TOURISM (DEAT) AND THE NATIONAL DEPARTMENT OF HEALTH (NDoH) WITH  
RESPECT TO THE HEALTH CARE WASTE COMPONENT OF THE OF NATIONAL  
WASTE MANAGEMENT STRATEGY IMPLEMENTATION PROJECT.**

**May 2004**

Reference: JBO 04-02-24 MoU DEAT - NDoH on  
HCW Component of NWMSI V03  
Date: 04-05-08  
Enquiries: Kobus Otto.  
Telephone: 082 376 9673

## PREAMBLE

The Department of Environmental Affairs & Tourism (DEAT) and the Department of Water Affairs & Forestry (DWAF) have jointly developed an Integrated Pollution and Waste Management Policy. This Policy was supported by a National Waste Management Strategy (NWMS) and Action Plans that were aimed at achieving the Policy objectives. One of the waste streams identified in the Action Plans for priority attention was the Health Care Waste (HCW) stream.

Having virtually completed what was considered to be a large-scale pilot project on sustainable HCW management in Gauteng, undertaken by the Gauteng Department of Agriculture, Conservation, Environment and Land Affairs (GDACEL) with the support and participation of the Gauteng Department of Health (GDoH), the NWMS implementation project is now in a position to take the process of Sustainable HCW management one step further by making it inclusive for all of South Africa. The national project will not only evaluate the appropriateness of the work done in Gauteng for implementation in the remainder of South Africa, but it will also identify any gaps that are to be addressed so that the development of Guidelines as well as a Strategy and Action Plans would not only be appropriate for urban areas typically like Gauteng, but that it would also be appropriate for rural and more remote parts of the country.

According to the initial design of the National Waste Management Strategy Implementation (NWMSI) project, the Objective for HCW management would be the provision of "Sustainable and integrated Health Care Waste Management in South Africa, established within the frames of the NWMS, covering the full waste stream for all generators of HCW from areas with varying population densities and varying degrees of accessibility." The Outputs required to meet this Objective were identified to be the following:

- Projections for HCRW generation and treatment throughout SA made;
- Appropriate models and tools for HCW management throughout SA developed;
- Information needed from Waste Information System (WIS) specified;
- Crosscutting issues between HCW management, Recycling, WIS and General Capacity Building addressed.

The NWMSI project is funded by DANIDA, through the existing country-to-country agreement between DEAT and DANIDA. The objective of the HCW management component of the project would be to build on the Status Quo of HCW management and achieve the safe management of the HCW stream from "cradle-to-grave" throughout South Africa.

DEAT believes that active support and participation by the National Department of Health (NDoH) is vitally important for the successful execution of the project as well as implementation of the results on completion of the project. DEAT is further of the opinion that the outcome of this project will be beneficial to health care facilities and its staff from all provinces and will produce information and systems needed for strategic and financial health care waste management planning. In order to achieve the Objective of this project and to ensure co-operation at the highest levels between the DEAT and NDoH, it is proposed that a Memorandum of Understanding (MoU) be signed between DEAT and NDoH.

## COMMITMENTS

This Memorandum of Understanding (MoU) is entered into by the Department of Environmental Affairs and Tourism (DEAT) and the National Department of Health (NDoH), to ensure that Sustainable Health Care Waste (HCW) Management in South Africa is implemented jointly and effectively, thereby improving HCW management standards in all public and private health care facilities by providing active input and supporting the development of sustainable HCW management practices that would be

environmentally sound, whilst ensuring compliance with the relevant occupational health and safety standards.

To this end, DEAT commits to the following:

1. To facilitate co-ordination and co-operation at all levels within the directorates of DEAT;
2. To demonstrate commitment to the project by nominating a senior representative to the Project Steering Committee and DEAT/NDoH liaison group;
3. To timely and effectively implement the Project as described in the Project document developed jointly between DEAT and NDoH;
4. To assist in and support the selection of pilot institutions where the relevant guidelines, awareness/training materials and technical specifications can be developed;
5. To ensure that there is active support and cooperation from the 9 Provincial Departments of Environment with particular emphasis on those selected to participate in the proposed pilot projects;
6. To supply NDoH with regular briefings on progress made with the Project;
7. To ensure that there is active support from the directorates of DEAT in addressing emerging issues in the planning, implementation and completion of the sustainable HCW management project;
8. To share information and results with NDoH on all Outputs of the Project for replication, where appropriate, at health care facilities throughout South Africa;
9. To assist in capacitating NDoH staff nominated to participate on the Project;
10. To assist NDoH during the implementation of the Project results;
11. To assist NDoH in capacitating provincial staff on sustainable HCW management techniques.

NDoH commits to the following:

1. To facilitate co-ordination and co-operation at all levels within the directorates of the NDoH;
2. To demonstrate commitment to the project by nominating a senior representative to the Project Steering Committee and DEAT/NDoH liaison group;
3. To assist in and support the selection of pilot institutions where the relevant guidelines, awareness/training materials and technical specifications can be developed;
4. To ensure that there is active support and cooperation from the 9 Provincial Departments of Health for general information gathering as well as those selected to participate in the proposed pilot projects;
5. To ensure that there is active support from the directorates of NDoH in addressing emerging issues in the planning, implementation and completion of the sustainable HCW management project;
6. To actively participate in the development thereof and support the implementation of the Guidelines, Strategy and Action Plans as well as the Technical Specifications for future HCW management service tenders;
7. To implement the Project results,
8. To capacitate provincial staff on sustainable HCW management techniques;
9. To facilitate the upgrading / decommissioning of provincial private and publicly owned onsite HCRW treatment facilities that are non-complaint from an environmental and / or an occupational health and safety point of view. Although this commitment is expected to extend beyond the project completion date, a timeframe for the execution thereof is to be prepared and submitted for approval by both parties.

The following funding agreement shall be in place to for the full duration of the Project, unless otherwise agreed to by the Parties in writing:

- DEAT will be responsible for any project costs (e.g. consulting fees, pilot project equipment, etc) as allowed for in the project budget presented as part of the project design and funded by DANIDA in terms of the government to government agreement with DANIDA;

- DEAT will be responsible for any in kind project costs (e.g. office facilities, communication facilities, etc.) as allowed for in the project design and in terms of the government to government agreement with DANIDA;
- Each Party shall be responsible for the salaries of its officials required for the execution of its duties in terms of this MoU;
- Each Party shall be responsible for the funding of its own official's disbursements required for the execution of its duties in terms of this MoU, e.g. local and international travelling, accommodation, per diem, etc;
- Each Party assumes the risk of loss of, or damage to that Party's property and the property of the Party's contractors and suppliers at every tier and of the bodily injury (including death) to the employees of that Party and its said contractors and suppliers arising out of the performance of this MoU. Each Party shall indemnify, defend and save harmless the other, its officials, agents, employees, contractors and suppliers at every tier from all claims for damage, loss or bodily injury, the risk of which is assumed by the indemnitor under this provision, whether or not caused in whole or in part by the active or passive negligence of the indemnitee, provided however, that this indemnity shall not apply to wilful acts or gross negligence.

The above is agreed in the spirit of co-operative governance as envisaged by The Constitution (Act 108 of 1996)

The agreement is entered into on this day .....2004.

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For: Department of Environmental Affairs and Tourism

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For: National Department of Health