

TACIS case study : Capacity building in Donetsk Oblast for waste management (Ukraine)

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Case study: improving MSW management in Ukraine

- A 2.5 year project, coming after a first project on the same theme
- The first Tacis project drafted a Regional strategic plan for municipal Waste management
- The regional Council of Donetsk adopted it after the end of the project
- The second one aims at supporting implementation: new sanitary landfills, new management schemes, local solutions
- Implemented by a new Consortium, with a team of experts used to work together



Проект регионального стратегического
плана управления твердыми
бытовыми отходами в Донецкой
области
на 2005-2009 гг.



Донецк 2004

The regional strategic plan for Municipal Waste in Donetsk Region

2005-2009

approved by
Regional Council
15/02/2005

Approximation of the EU Acquis

- Moving from the traditional scheme: one town, one dumpsite
- Towards a complex approach based on regional sanitary landfills, transfer stations, minimisation schemes: selective collection, composting, sorting, recycling
- Enabling Kyoto mechanisms for funding new sanitary landfills

Focus on Ukrainian issues

- Low collection rate: 50 to 70%, not assured in suburbs and villages
- Low payment level: 80% of collected waste is paid: contracts between waste collectors and clients are voluntary; not a single contract between a town and a waste company
- Absence of modern landfills: no lining, rare leachates treatment, permanent burning

First targets must be based on local issues

- Waste collected at 100%
- Waste paid at 100%
- Waste disposed at 100% in modern sanitary landfills
- After only, selective collection, as making money on waste is not so easy

Introducing a new collection approach



Present positive steps

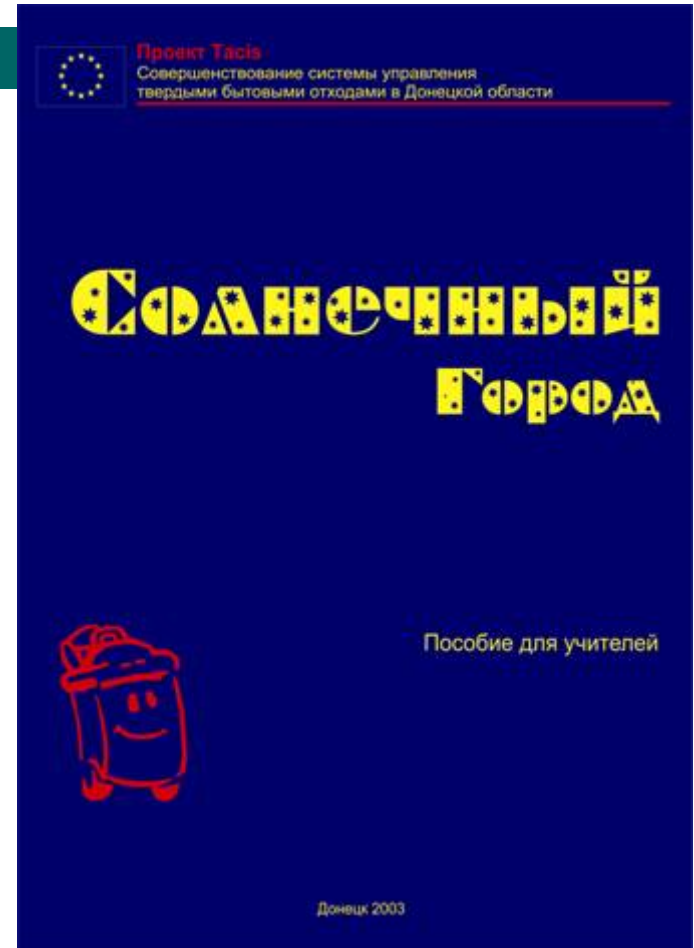
- Large consensus on the needs to change approaches
- The project steering committee became the centre for coordination and initiatives of the region
- The focus on sanitary landfills is now integrated/understood by the regional administration(but not yet by towns)
- Private initiative allows some developments: collection, selective collection, sorting, recycling

ПРЕСС-КОНФЕРЕНЦИЯ

Training and information



Campaign with pupils



Launching selective collection



Remain many obstacles

- No way to oblige to pay for the service, except good citizenship mood
- No efficient police to oblige towns and companies to respect laws
- No cooperation between cities due to absence of developed legal framework
- Financial means are very low: one Ukrainian pays 0,2% of his revenues, compared to 1% in EU for waste management

What to do to enforce ecological laws?

- Supplying measurement equipment: how to control emission parameters without laboratory analyses
- No possibility to enforce efficiently without higher salaries for inspectors of ecology and basic means (cars, computers,..)
- Raising awareness of civil servants for motivating setting fines : handbook, training

How to inform efficiently?

- Develop a strategy of communication for the project, one important point of the TOR
- Concerning waste management, target groups are the deputy Mayors in charge of waste collection, the directors of ecology, the heads of waste companies
- Other targets always interested is NGO
- General public is too large
- To contact the target, better use internal local professional networks, as the general assemblies (KOLLEGA) of civil servants

Informing population about waste issues



Enhancing the Tacis visibility

- The project team participated as much as possible in local public events in the region as in national-wide specialised conferences as speakers
- It organised many events: open workshops, round-tables,...
- In Donetsk, Tacis is often considered as a company for waste treatment
- Many demands and proposals for investment, support,...

Many positive results

- The waste management plan is a basis for improving situation
- The regional council put its implementation as its priority
- Large regional funds have been allocated to begin its implementation
- Private companies play an active role: construction of a sorting plant, operations in collection and landfill exploitation.

How to efficiently disseminate results?

- The most popular/efficient way: a handbook on monitoring landfills, 320 pages, 1000 copies
- Copies distributed in several congresses and sent to all regional departments of ecology
- Photocopies already found in Georgia!

A Web site: is it so efficient?

- YES for new entrepreneurs, design institutes, NGO and other project teams,
- NO for the local executives
- Allows large geographic contacts: demands from other regions of Ukraine (private companies), Kyrgyzstan: project UNECE in Bishkek, Saint Petersburg,...
- Web-site would work 2 years after project end

Information is not enough: training is needed

- Working groups are a good element of training
- More efficient through two-days training sessions far from workplace based on active methods
- Study-tour are still needed: better to see once than to listen 10 times
- Involving teachers: children special programs

Some lessons learned on project management

- Local expertise begins to reach high levels in several fields: technical engineering, legal issues, training skills
- Low capacities in project management among local authority staffs need specific programs
- Appointing retired civil servants from the same departments is a very strong point
- Stability of the consortium team is a key-criteria to success, especially to face instability of Ukrainian executives
- Strengthening with other Tacis programs is easier with close teams: examples with BSIF(Black Sea Investment Facility) and LSD(Local Sustainable Development) projects.

Some lessons on Tacis management: the issue of equipment tenders

- Tender procedures for equipment are too complex and not adapted to their goals: buying specialised containers for selective collection, but cancelling provision of the waste lorry able to empty them!
- High requirements lead to elimination of most local suppliers

Some lessons on waste management

- Situation in Ukraine is standard for all former USSR states
- Remain a lot of obstacles
- It is the right time for efficient changes in Ukraine
- Engineering and consulting local capacities are still insufficient, especially with Kyoto requirements

Conclusion, success came from

A project well suited to beneficiaries needs
with a good timing and active partners

A high-profile team with a good knowledge of
the Ukrainian state of affairs

give positive outputs

Website addresses

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