United Nations Development Programme

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Project title: Capacity building for PCBs and uPOPs in The Gambia		
Country: The Gambia	**Implementing Partner:** National Environment Agency	**Management Arrangements:** National Implementation Modality (NIM)
UNDAF/Country Programme Outcome: By 2021, National institutions and community capacities are strengthened for effective disaster risk reduction, climate change response actions and resilience.		
UNDP Strategic Plan Output: Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.		
UNDP Social and Environmental Screening Category: Moderate risk	**UNDP Gender Marker:** 2	
Atlas Project ID number: 00110854	**Atlas Output ID number: 00110089**	
UNDP-GEF PIMS ID number: 5908	**GEF ID number:** 9570	
Planned start date: April 2019 Sept	**Planned end date:** April 2023 Sept	
LPAC date: TBD		
Brief project description: The project intends to support the Gambia with the necessary technical and financial assistance to reduce the risks posed by PCBs and uPOPs to the environment and human health. The project will include the identification and disposal of 75 t of PCB-contaminated equipment and waste, and the reduction of 35 g I-TEQ/year of uPOPs through improved waste management practices and reduction of open burning of waste. The project will be implemented in partnership with the relevant institutional and industrial stakeholders, i.e. National Environment Agency (NEA), Ministry of Environment, Climate Change & Natural Resources (MECCNAR), National Water and Electricity Co. Ltd (NAWEC), Kanifing Municipal Council (KMC), and others. The project will ensure that an adequate level of sustained capacity for the sound management of PCBs and waste management/uPOPs reduction will be built for the management of any further hazardous waste identified (such as PCBs) after the project's closure and for scaling-up improved waste management practices. The project		

consists of the following four components: 1. Strengthening of legal frameworks, administrative processes, and technical preparedness for the sound management of PCBs and reduction of uPOPs emissions 2. Environmentally sound management of PCBs and PCB-contaminated sites 3. Minimising releases of uPOPs from open burning of waste 4. Monitoring, learning, adaptive feedback, outreach and awareness raising, and evaluation

FINANCING PLAN	
GEF Trust Fund	USD 1,998,000
UNDP TRAC resources	USD 0
Cash co-financing to be administered by UNDP	USD 0
(1) Total Budget administered by UNDP	**USD 1,998,000**
PARALLEL CO-FINANCING (*all other co-financing that is not cash co-financing administered by UNDP*)	
Government	USD 2,300,000
Beneficiaries	USD 5,580,000
Other	USD 120,000
(2) Total co-financing	**USD 8,000,000**
(3) Grand-Total Project Financing (1)+(2)	**USD 9,998,000**

SIGNATURES		
Signature: print name below. **Mr. Mohammed B. S. Jallow** **Secretary General & Head of the civil service**	**Agreed by Government**	**Date/Month/Year:** 18-09-19
Signature: print name below **Mr. Dodou Trawally,** **Executive Director, National Environment Agency (NEA)**	**Agreed by Implementing Partner**	**Date/Month/Year:** 18-09-19
Signature: print name below **Ms. Assata Dembele** **Resident Representative** **UNDP, The Gambia**	**Agreed by UNDP**	**Date/Month/Year:** 18/09/19

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List of Acronyms and Abbreviations

CO	Country Office
CPAP	Country Programme Action Plan
FSP	Full Sized Project
GBA	Greater Banjul Area
GTTI	Gambia Technical Training Institute
GEF	Global Environment Facility
GEFSEC	Global Environment Facility Secretariat
KMC	Kanifing Municipal Council
MECCNAR	Ministry of Environment, Climate Change & Natural Resources
MSP	Medium Sized Project
NAWEC	National Water and Electricity Co. Ltd.
NEA	National Environment Agency
PAC	Project Appraisal Committee
PIF	Project Identification Form
PIR	GEF Project Implementation Report
PMC	Project Management Cost
POPP	Programme and Operations Policies and Procedures
PPG	Project Preparation Grant
PSC	Project Steering Committee
GEF-STAP	GEF Scientific Technical Advisory Panel
T&D	Transmission and Distribution
TOR	Terms of Reference
UNDAF	UN Development Assistance Framework
UNDP	United Nations Development Programme
UNDP-GEF	UNDP Global Environmental Finance Unit
WIG	Women Initiative Gambia

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II. DEVELOPMENT CHALLENGE

The global environmental and/or adaptation problems, root causes and barriers that need to be addressed

It is well known that the exposure to Persistent Organic Pollutants (POPs) can lead to serious health effects including certain cancers, birth defects, dysfunctional immune and reproductive systems, greater susceptibility to disease, and damages to the central and peripheral nervous systems. The Stockholm Convention on POPs has been established based on the consideration that, given the long-range transportation of POPs, no one government acting alone can protect its citizens or its environment from POPs.

PCBs are among the most toxic POPs listed in the Stockholm Convention. The so-called dioxin-like PCBs are characterized by a toxicity and environmental persistence that is very similar to that of dioxins. Based on the re-assessment of scientific evidence, PCBs have recently been re-classified as class 1 carcinogens by the International Agency for Research of Cancer (IARC-WHO). Although PCBs were mostly used in closed systems, like transformers and capacitors, very often such equipment is recycled at the end of its operational life and the PCB oil contained therein can be either directly disposed of in the environment, recycled, or even sold as fuel oil.

Release of uPOPs (PCDD/F, HCB) from the improper management of municipal and hazardous waste (e.g. through open burning and low-technology incineration) is also widely recognized as a global problem, which may only be addressed by adopting a holistic approach involving the full life-cycle of materials and substances. One of the main sources of uPOPs releases (as well as releases of other toxic compounds) is the open burning of waste, including at landfills. Reducing releases of uPOPs from this source requires an approach based on a number of factors, such as a reduction of the amount of waste generated, proper segregation of waste, reuse and recycling whenever possible, and adoption of proper disposal technologies.

Aware of the adverse human health and environmental impacts of POPs, both at the national and global levels, and the need for concerted action to address such impacts, the Gambia signed the Stockholm Convention in May 2001 and ratified the instrument in April 2006. Subsequent to the ratification of the Stockholm Convention, the Gambia, in response to Article 7 of the Convention, developed its NIP, which was submitted in March 2009. The Gambia is currently updating its NIP, with the financial support of GEF and UNEP as the implementing agency. PCB management and uPOPs reduction are among the top priorities for the country according to the NIP, and corresponds to the Stockholm Convention targets including the safe management of PCBs by 2025 and continuing minimization and, where feasible, ultimate elimination of unintentionally produced POPs.

The results of the 2003 and 2017 preliminary PCB inventories in the Gambia indicate that a comprehensive inventory will need to be conducted on all potentially PCB-containing electrical equipment in the Gambia's electric power and electric utility system (run by NAWEC). This is confirmed in recommendations presented in the 2009 and draft updated NIPs. Due to the absence of PCB-related data, either on the equipment's nameplate or contained in the equipment's manual, PCB concentrations have not been determined or characterized for most of the equipment inventoried during the preliminary assessments. In addition, the date of 1990 has been used as cut-off date (i.e. transformers manufactured after 1990 were not tested), which means that cross-contamination through maintenance of post-1990 transformers is not accounted for. Therefore, the lack of adequate data on PCBs, the existence of potentially significant PCB releases from use, stockpiles, and waste, and the need to phase out and dispose of PCBs and equipment are major problems that have been prioritized for action. Sampling all of the transformers in the Gambia would provide precise figures regarding PCB and PCB-contaminated transformers in the country.

Regarding uPOPs, the Gambia's NIPs list uPOPs management as a priority area of concern. Vulnerable social groups and the environment are heavily exposed to harmful emissions including uPOPs from open burning of municipal solid waste. For example, waste scavengers, for which the "dumpsite economy" is the only source of income, are heavily exposed to various chemical pollutants and biological hazards. The first inventory of uPOPs in the Gambia was prepared for the year 2000 and identified uncontrolled burning as the major source of releases of uPOPs. Open burning of domestic waste (at dumpsites and at homes) and agricultural residues is a common practice in the country, and additional uPOPs are released from natural forest and bush fires.

The following are the barriers that need to be addressed to ensure the environmentally sound management (ESM) of PCBs and reduction of uPOPs:

- *Lack of specific legislation on POPs*: Preliminary assessments of PCBs and uPOPs in the Gambia have shown a presence of appreciable amounts of these chemicals and have identified several gaps and limitations. For example, as outlined in the NIP: the National Environment Management Act (NEMA) of 1994 does not contain provisions for control of production or use of chemicals listed in Annex A II and Annex B III of the Stockholm Convention; there is no specific regulation under the Hazardous Chemicals and Pesticides Control and Management Act (HCPCMA) of 1994 regarding the management, handling, phase-out, and disposal of PCBs and PCB-contaminated material; there are no specific provisions under the Hazardous Chemicals Regulations 1999 to control the import or export of the chemicals (other than pesticides) listed in Annex A II and Annex B III of the Stockholm Convention; the Environmental Management Discharge Permit Regulations 2001 under NEMA 1994 do not require the use of BAT and BEP for new installations; there are no specific provisions for disposal of chemicals listed in Annex A II and Annex B III of the Stockholm Convention in the NEMA 1994, HCPCMA 1994, or enforcement regulations; and the 2007 Waste Management Bill does not address the reduction of uPOPs. Therefore, key management provisions need to be developed and incorporated into existing or new regulatory measures.
- *Lack of appropriate waste management and disposal infrastructure including interim storage facilities for PCBs*: Presently, there are no adequate facilities in the Gambia for hazardous waste disposal. There is also a lack of adequate interim storage facilities for PCBs. For example, the NIP states that "adequate storage conditions for PCB-containing equipment are not adhered to at the National Water and Electricity Company (NAWEC) [...] The two facilities (Half Die and Booster) are not adequate for safe storage. The oil is left in the transformers and no proper arrangements made to address leakage. The environmental risk due to the two storage facilities requires urgent attention". (The Half Die site was recently remodelled and now is used as accommodation for military personnel.)
- *Absence of ESM practices for PCBs and uPOPs*: Limited institutional capacity along with a lack of regulations and sustainable funding have contributed to the inadequate management of PCBs and uPOPs emissions in the Gambia. For example, uncontrolled burning of waste accounts for more than 98% (105 g I-TEQ/yr) of the national total release of uPOPs, as per the 2009 and draft updated NIP.
- *Contaminated sites*: Article 6 of the Stockholm Convention requires a Party to develop appropriate strategies for identifying sites contaminated by POPs chemicals (Annex A, B, and C Chemicals of the Stockholm Convention) and to undertake remediation of contaminated sites in an environmentally sound manner. Though not conclusive, the updated preliminary inventory on contaminated sites in the Gambia identified two sites that require site management plans including remediation measures. For example, at the Booster Workshop and its Storage Facility, a facility where transformers (including PCB-containing transformers) are serviced, maintained, and stored, there are no best practices in place. As a result, leaked transformer oil pollutes the area. The proximity of this workshop and storage facility to the sea further compounds the risks; rain and sewerage water runoff into the sea are common. Therefore, there is an urgent need to conduct environmental and social risk assessments and management plans for the sites and develop corresponding contaminated sites management plans.
- *Low awareness levels*: Despite efforts deployed during the 2009 NIP development and 2017 NIP updating, current levels of awareness on the adverse effects of PCBs and uPOPs remain low. Workers and the public are generally not aware of the adverse effects to human health and the environment of PCBs and uPOPs, nor are they aware of fitting ESM practices. Therefore, there is a need to develop a comprehensive awareness raising strategy, covering PCBs and uPOPs reduction/improved waste management targeted at key stakeholder groups and population groups at risk, such as PCB-holders, maintenance workers, waste management workers, as well as, in particular, women of child bearing age.

Baseline scenario or any associated baseline projects

The Gambia conducted a national preliminary inventory on PCB-containing electrical equipment in 2003 and undertook updating in 2017, covering all relevant equipment within NAWEC, which has sole responsibility for electricity generation, transmission, and distribution nationwide. A total of 294 transformers have been inventoried, however, testing for the presence of PCBs was limited to transformers manufactured before 1990

because the transformers manufactured after 1990 were deemed to be PCB-free. Four transformers labelled with the trade name ASKAREL were considered to contain 100% PCBs (weight of oil 1.8 t). Test kits were also used to identify possible contamination of transformer mineral oils by PCBs: 19.8 t of transformer oils were identified as PCB-contaminated and 37.7 t were assumed to be PCBs-contaminated (they could not be tested due to inaccessibility). In total, 59.3 t of possible PCB-contaminated oil was identified, in addition to the weight of the transformers. Transformers manufactured after 1990, which have not yet been tested, may also be PCB-contaminated from cross-contamination during maintenance. Since the 2003 preliminary PCB inventory, the number of transformers has doubled to approximately 600.

Regarding uPOPs, vulnerable social groups and the environment are heavily exposed to harmful emissions including uPOPs from open burning of municipal solid waste and agricultural biomass. The first inventory of uPOPs in the Gambia was prepared according to the UNEP Toolkit for the Identification and Quantification of Dioxins and Furans, and identified PCDD/PCDF releases in the Gambia for the year 2000 (107 g I-TEQ/yr for air releases). Uncontrolled burning was identified as the major source of releases accounting for more than 98% (105 g I-TEQ/yr) of the national total. Power generation and cooking, the second major source of releases, contributed about 2% to the national total. The contributions of the rest of the categories to the national total were relatively insignificant. The 2017 NIP update project also revisited the uPOPs inventory to identify additional sources of uPOPs, particularly in the informal sector, which has grown with the Gambia's population increase in recent years. The findings and related proposed actions are in line with the first NIP and 2000 preliminary uPOPs inventory. However, it is worth noting that the updated uPOPs inventory reports that "with the establishment of more than 28 medical waste incinerators by a sponsored project under the National Nutrition Agency, across health facilities in the country without proper EIA conducted, the potential discharge of dioxins and furans is expected to increase from 2015".

The NIP update project confirmed that uncontrolled open combustion in dumpsites remains the first priority problem to be addressed in the Gambia in terms of uPOPs emissions. Waste is not separated into its various categories or components before final disposal, and very often healthcare waste or any other kind of hazardous waste are mixed together and dumped with municipal waste and this represents a significant risk to human health. Regarding dumpsite fires, there are two dumpsites: Mile II and Bakoteh. The two sites contributed 6.8% to the national total of PCDD/PCDF releases. Municipal waste is also burned at home. For example, in 2000, 195,677 tonnes of domestic waste were generated in the Gambia and only 68,146 tonnes or 34.9% were dumped at the landfill sites; 42.4% of the domestic waste was burned at home. Regarding other sub-categories, 465,000 tonnes of agricultural residues were burned as well as 343,434 tonnes of biomass from forest fires.

Currently, the awareness levels in the Gambia for the public, electricity utility workers, and waste management workers on the health and environmental adverse effects associated with PCBs and uPOPs are very low and in many cases non-existent. As a result (and in addition to other challenges such as a lack of resources and technical knowledge), PCB and uPOPs/waste management best practices are lacking. This has increased the risk of exposure to PCBs and uPOPs to both humans and the environment. Therefore, practical measures that will quickly reverse this undesirable trend are urgently needed.

During the PPG phase, a fact-finding mission was undertaken to verify the available information on PCB-containing electrical equipment and open burning and waste management activities, as well as identify any missing information such as, inter alia, additional stakeholders to be included and supporting activities underway. The following are the key findings:

- NAWEC and NEA, through review of their respective records, verified the data related to the 2017 preliminary PCB inventory undertaken during NIP updating. However, since the 2003 preliminary inventory, the total population of transformers has doubled to approximately 600 as a result of a number of recent energy expansion projects.
- Committed electricity-related projects in the Gambia include:[1]
    - *World Bank - Gambia Electricity Support Project (GESP)*: USD 18.5M, approved May 2016. GESP provides basic investment and institutional support to NAWEC as part of its strategy to redress financial and operational performance in the short- to medium-term. GESP complements other short-

[1] The Gambia Electricity Sector Roadmap – High Level Update, August 2017

term and medium-term interventions by IDA and other donors. The project supports investments to improve generation capacity and the Transmission and Distribution (T&D) networks. It also supports the development of the technical, commercial, financial, and IT capacity of NAWEC. This operation focuses on the Greater Banjul Area (GBA), where the vast majority of the Gambia's electricity is consumed.

- *World Bank - OMVG Interconnection project*: USD 47 million, approved April 2015. The OMVG interconnection consists of 1,677 km of power transmission line in 225 kV, 8 15 substations High Voltage/Medium Voltage for powering loads from national utilities, and two dispatching centres. The project also partly finances the operations and maintenance contract costs for the first five years of operations (FY2018-2022).
- *Kuwaiti Fund*: Financing two sub-stations in the Gambia for the OMVG interconnection project.
- *Arab Fund for Economic Development in Africa (BADEA) and the OPEC Fund for International Development (OFID)*: Kotu expansion project which includes 11MW Heavy Fuel Oil (HFO) engine; co-financed by BADEA (USD 12m) and USD 9m by OPEC.
- *Islamic Development Bank (IsDB)*: This Brikama expansion project (USD 25 million) includes 20 MW HFO engines, expected to be commissioned in 2018, and the International Islamic Trade Finance Corporation (ITFC) provided USD 25 million Credit Facility for HFO purchase by NAWEC.
- *India Exxim Bank*: USD 22.5 million T&D expansion and rehabilitation project in the Greater Banjul Area (GBA).
- *ECOWAS BANK for Investment and Development (EBID)*: Rural electrification extension project (with an Indian line of credit USD 30m); 5MW HFO plus access. 36 villages connected (six additional to be done).
- *UNDP*: Financed a feasibility study on rural hybrid systems (solar/diesel).

- Electricity-related projects in in the pipeline include:
  - *Gambia Restoration and Modernization Project (World Bank, EIB, EU)*: The World Bank has kicked off preparation of a new Restoration and Modernization Project which is expected to be co-financed by the EIB and EU for a total cost of approximately USD 80-90 million. The project is expected to be approved in 2018 and will likely include: 10-20MW of grid connected solar PV; T&D investments to absorb solar capacity including upgrade of Brikama-Kotu to 132 kV with a dispatch centre; off-grid solar PV for schools and health clinics; and institutional support including a Service contractor and Owners Engineer for NAWEC.
  - *Regional Access Project (World Bank)*: The project will build on the substation infrastructure from regional transmission projects (OMVG, OMVS, and CLSG) to provide electricity to 500,000 households in West Africa. The project will therefore be focused on last-mile connections and have two phases: Phase 1 will expand medium- and low- voltage networks and bring connections and meters to households; Phase 2 will bring in a private operator under a PPP for O&M. The Gambia is estimated to be receiving around USD 30 million from this project.
  - *African Development Bank*: Exploring physical investments in mini grids and grid extension, and institutional support, and legal advisory service to develop standard PPA documents.
- Recently procured transformers (from India and Turkey) have not been subjected to PCB-testing, however, such tests are important, particularly because some of the imported transformers appear to have been refurbished.
- Upon further discussions on the merits of including the 50 Chlor-N-Oil tests during the PPG phase, it was agreed that: 50 Chlor-N-Oil tests are not confirmatory tests and therefore will just provide an indication of potential PCB-contaminated transformers; and since the PPG phase funding is limited, a comprehensive sampling and analysis of the transformers is not possible as only a limited sample can be conducted. Therefore, there is no formula to guarantee that the selection of the sample population will be representative enough to establish the national PCB-contamination trends. In case the selected sample population for sampling and analysis is an outlier, i.e. is all positive or negative, this can result in distortions and will not be useful to the project preparations. Therefore, it was agreed that the PPG and related mission should limit itself to verifying contaminated sites, checking nameplates for possible presence of pure PCBs, verifying the total number of transformers, and confirming the other unconfirmed information from the PIF.

- As observed at a number of transformers workshops, storage facilities, and stations, transformers have been labelled according to their PCB status: red for PCB-containing transformers and green for non-PCB-containing transformers.
- At the Fajara Booster Workshop and its Storage Facility, 15 decommissioned transformers (including three labelled red) are stored directly on the ground; there is no impermeable ground surface area within the premise where they can be stored. As a result, some of the transformers are leaking directly on the ground. The site is currently being remodelled with a new building/workshop being constructed, including a planned workers' canteen, which should be reconsidered. This site is a potential candidate for establishing an interim storage facility. The Half-Die Station, which previously served as a transformer storage and repair site, has been remodelled since the 2017 PCB inventory and is now used at accommodation for military personnel. In addition, some of the pure PCB or PCB-contaminated transformers identified at the Half-Die Station site during the 2003 inventory are no longer traceable.
- The laboratory at NEA is sufficiently equipped to conduct PCB analysis if it is provided with PCB standard analysis method, columns, standards, consumables, accreditation, and training. The laboratory has gas chromatography coupled with μECD, FID, and PFD detector, and is interested in participating in the project.
- Waste management is one of the most pressing challenges confronting municipal councils in the Gambia. Presently, the Gambia lacks properly engineered landfills; only dumpsites exist. Waste at the various dumpsites is not segregated, sorted, or treated before dumping and open burning is frequent, which affects the local communities. One of the main dumpsites, the Bakoteh dumpsite, is surrounded by communities and is in close proximity to a school and children's orphanage. It is located within a water catchment area on the southern side and a wetland on the northern side. It is partially fenced-off, but unsecured and there is a road passing through the dumpsite, which is regularly used by school children and others in the community. There are squatters living within the enclosure of the dumpsite. There is one water-monitoring borehole, but this is insufficient to provide credible monitoring results. Kanifing Municipal Council (KMC) and the private waste collectors use the site daily. The local community, however, is opposed to its location. KMC has outlined plans to improve the site, in the KMC waste management 5-year strategic plan, and has expressed the possibility of closing the site eventually.
- KMC was at the time of the mission in the process of finalising its 5-year strategic plan from 2017-2021, which builds on the detailed national studies that have been undertaken and provides information on the amount of waste annually generated, composition, moisture content, and sources, etc. However, there is a need to strengthen coordination regarding waste management. For example, the draft KMC 5-year waste management strategic plan and the national waste management strategy, currently being updated by NEA, are not coordinated. Similarly, there appears to have been a lack of coordination between government agencies regarding the recent process of procuring small incinerators in the country for medical waste and subjecting the procurement to an environmental impact assessment (EIA).

Consistency with National Priorities

This project is fully consistent with the NIP, submitted by the Gambia in March 2009, as well as the draft updated NIP, which includes updated PCB and uPOPs inventories. The Gambia has prioritised the effective management of POPs chemicals to reduce, and where possible eliminate, the use and release of POPs in accordance with the requirements of the Stockholm Convention. Interestingly, the country adopted in 2015 a 'Ban on Plastic Bags Order', which indicates the willingness to address most pressing environmental concerns in this field – an orientation that was confirmed after the recent change of regime[2]. The project is also fully aligned with the national sustainable development objectives and strategies such as the National Programme for Accelerated Growth and Employment II (PAGE II) 2017-2020; Vision 2020; and third UN Development Assistance Framework (2017-2021), jointly developed by the Government and the United Nations Country Team.

[2] See a 2017 article on maintaining the ban http://allafrica.com/stories/201711170400.html, as well as the text of the Order: http://www.moeccww.gov.gm/sites/default/files/1%20BAN%20ON%20PLASTIC%20BAGS%20ORDER%20%20%20Final.pdf

III. STRATEGY

As outlined in Section II above, there are a number of challenges regarding the disposal or decontamination of PCBs and reduction of uPOPs in the Gambia. First, the updated 2017 preliminary PCB inventory contains limited data as the update team was only able to undertake visual inspections of the transformer nameplates and the condition of the equipment. Field tests were conducted during the 2003 preliminary inventory, but more precise laboratory analyses were not conducted due to a lack of resources. Second, approximately 300 transformers have been added to the network since the 2003 preliminary inventory, but their status has not been adequately inventoried. Third, the preliminary inventory was limited to closed applications: insulating oil in electrical transformers and capacitors. In addition, some pure PCB or PCB-contaminated transformers identified during the 2003 inventory were no longer traceable during the inventory updating process. There is also a high possibility of some cross-contamination among the various transformers.

Other challenges include the high cost of replacing transformers and capacitors, and complexity of sampling and analysis of in-use equipment, which also requires significant coordination efforts to coincide with the maintenance schedule of electric equipment. In addition, PCB management and disposal is often considered to be a low priority by the relevant authorities along with low awareness on the issue. As a result, there are no clearly stipulated or specific regulations in the Gambia that are applied to control the import of dielectric fluids, particularly insulating oils for transformers and capacitors, or regarding the export of PCB-contaminated materials.

In the absence of appropriate and enforced legislation and regulations and formal efforts to address PCB management, the commitment of PCB-owners to address the issue of PCBs is low, especially considering the high costs related to the decontamination or disposal (with subsequent replacement) of contaminated equipment. For this reason, the national PCB management situation can only be effectively addressed if the government's commitment and capacity are high.

Another challenge is the lack of PCB treatment technologies within the country. This is a common feature in many countries supported by UN/GEF projects on PCB management. This usually results in PCB-owners undertaking substantial investment for shipping PCB-containing equipment abroad, typically to the Europe, for disposal. In the case of the Gambia, there are no technologies for treatment of low PCB-containing equipment or disposal facilities available for high PCB-containing equipment or waste.

Regarding the reduction of uPOPs, as mentioned above, uncontrolled burning was identified as the major source of releases accounting for more than 98% (105 g I-TEQ/yr) of the national total. Municipal waste is not sorted into the different fractions before final disposal, and is typically dealt with by open burning. The NIP update project confirmed that uncontrolled open combustion in dumpsites remains the top priority uPOPs issue that should be addressed.

The project strategy, as outlined below, is therefore designed to address all of these important aspects.

1) Increasing national PCB and uPOPs/waste management capacities including development and enforcement of legislation: This will require working in partnership with the control authorities (including NEA, Gambia Revenue Authority, and Ministry of Justice) and key stakeholders such as the national utility company (NAWEC) and municipal councils such as KMC to undertake the following: develop and implement practical guidance on the ESM of PCBs and waste management; provide assistance in the development and implementation of legislation; provide support regarding the fulfilment of legal obligations towards recording and reporting PCB- and uPOPs-related information; conduct inspections at sites where electrical equipment (transformers, capacitors) are in operation or stored and at waste management facilities; and train governmental and nongovernmental operators and officers on national PCB management and uPOPs/waste management.

2) Increasing levels of awareness: PCBs and uPOPs/open burning are typically not well-known environmental issues. Except for extremely high pollution levels that result in acute and immediate health impacts, the toxic effects of PCBs and uPOPs (such as the increase of cancer probability) are delayed in time and the dangers may not be apparent. Therefore, the hazards associated with PCBs are usually not perceived as an immediate threat by many. The situation is fairly similar regarding uPOPs emissions; however, due to the "visible" pollution such as black smoke and odours, there is a greater sensitivity to open burning by stakeholders. In any case, unsafe disposal

of PCBs, inadequate waste management, and open burning can result in the contamination of the food chain and other environmental media (e.g. sediments and soil), which may last for years. PCBs were re-assessed by the International Agency for Research on Cancer (IARC) in 2013 and are now classified as "known human carcinogens (class 1)" compared to the previous "probable human carcinogens (class 2)" category. uPOPs, specifically 2,3,7,8-tetrachlorodibenzo-*p*-dioxin (TCDD), has been identified by IARC as the most toxic of all dioxin compounds, and as carcinogenic to humans, based mainly on studies of cases involving accidental or occupational heavy exposure. Animal studies have also shown an increased risk of cancer from long-term exposure to PCDD/PCDF. Therefore, there is a need to inform the key stakeholders and the general public about the benefits brought by the project so that the government and other responsible parties are encouraged to undertake necessary actions.

3) Engaging stakeholders: The project's goals can only be achieved with the buy-in of the key stakeholders. No major changes in current practices can be achieved if there is little or no awareness of the risks posed by PCBs and uPOPs/open burning, and if stakeholders do not feel the need to address PCB and uPOPs management issues. A number of important stakeholders were identified at the PIF stage that should be involved in project activities during its implementation. Besides NEA, which will be the national implementing institution, key PCB holders such as NAWEC and waste managers such as KMC have been heavily consulted regarding the project's related benefits, activities, and required level of commitment towards it. As a result, the key stakeholders participated proactively in all of the project development activities, including providing details of power equipment and waste management practices and statistics, and expressed their commitment to facilitate project implementation. Other stakeholders were also involved in the stakeholder consultations, including: MECCNAR; Ministry of Petroleum and Energy; Ministry of Health and Social Welfare; Ministry Of Higher Education, Research, Science and Technology; Gambia Revenue Authority; Gambia Fire and Rescue Service; Department of Forestry; Gambia Bureau of Statistics; Brikama Area Council; National Nutrition Agency; National Road Authority; Department of Livestock Services; Agriculture and Environmental Science Faculty, University of the Gambia; Gambia Technical Training Institute (GTTI); Medical Research Council Unit, The Gambia; Project Lighthouse Gambia; Action Aid; Stay Green Gambia; The Health, Environment and Information Network; and Women's Bureau. Further stakeholder engagement, by involving other line ministries, academic institutions, NGOs, civil society associations, trade unions, and other beneficiaries, as appropriate, is planned during project implementation.

4) Strengthening the reliability of information through updating of the PCB inventory: The currently available information regarding PCB-containing transformers is limited to the year of manufacture, details from existing nameplates, and some field-testing. There are also a number of suspected PCB-contaminated sites that have been identified, where significant amounts of oil were spilled; some of these were visited during the PPG phase fact-finding mission. Due to a lack of PCB-related legislation and knowledge on PCBs management, there is limited reliable information available on the presence and concentration of PCBs in equipment (in-service and out-of-service). Information concerning the number, age, and level of contamination of PCB equipment is essential for both management purposes and identification of the proper treatment/disposal technologies. While this situation was already evident at the PIF formulation stage, it was agreed, for practical reasons, that the PPG phase and related mission should limit itself to verifying contaminated sites, checking nameplates for possible pure PCBs, verifying the total number of transformers, and confirming the other unconfirmed information from the PIF. The project will therefore continue consolidating the PCB inventory by undertaking dielectric oil sampling and analytical determination of PCBs in equipment during the first two years of its implementation.

The following criteria will be used in determining the total number of transformers to be sampled in the Gambia: (i) all transformers that have been refurbished or repaired will be sampled; (ii) transformers with nameplates that indicate possible PCB presence will be sampled; (iii) all transformers that have been serviced or decommissioned will be sampled; and (iv) batch sampling will be applied to relatively new transformers that have not been serviced and come from the same supplier with the same origin of manufacturer, same ratings, etc.

5) Providing know-how and financial support for the technologies for the disposal of PCB equipment and reduction of uPOPs/open burning: One of the central issues for the ESM of PCB-containing equipment concerns the availability of technical and financial resources for PCB disposal. In the absence of sound know-how related to disposal operations of PCB-containing equipment, the cost-benefit ratio is always very high, for the following reasons: the options allowing the chemical destruction of the PCBs in the dielectric oil without destroying the oil itself are usually not considered, so that the dielectric oil, which is usually a very expensive asset, is lost; the

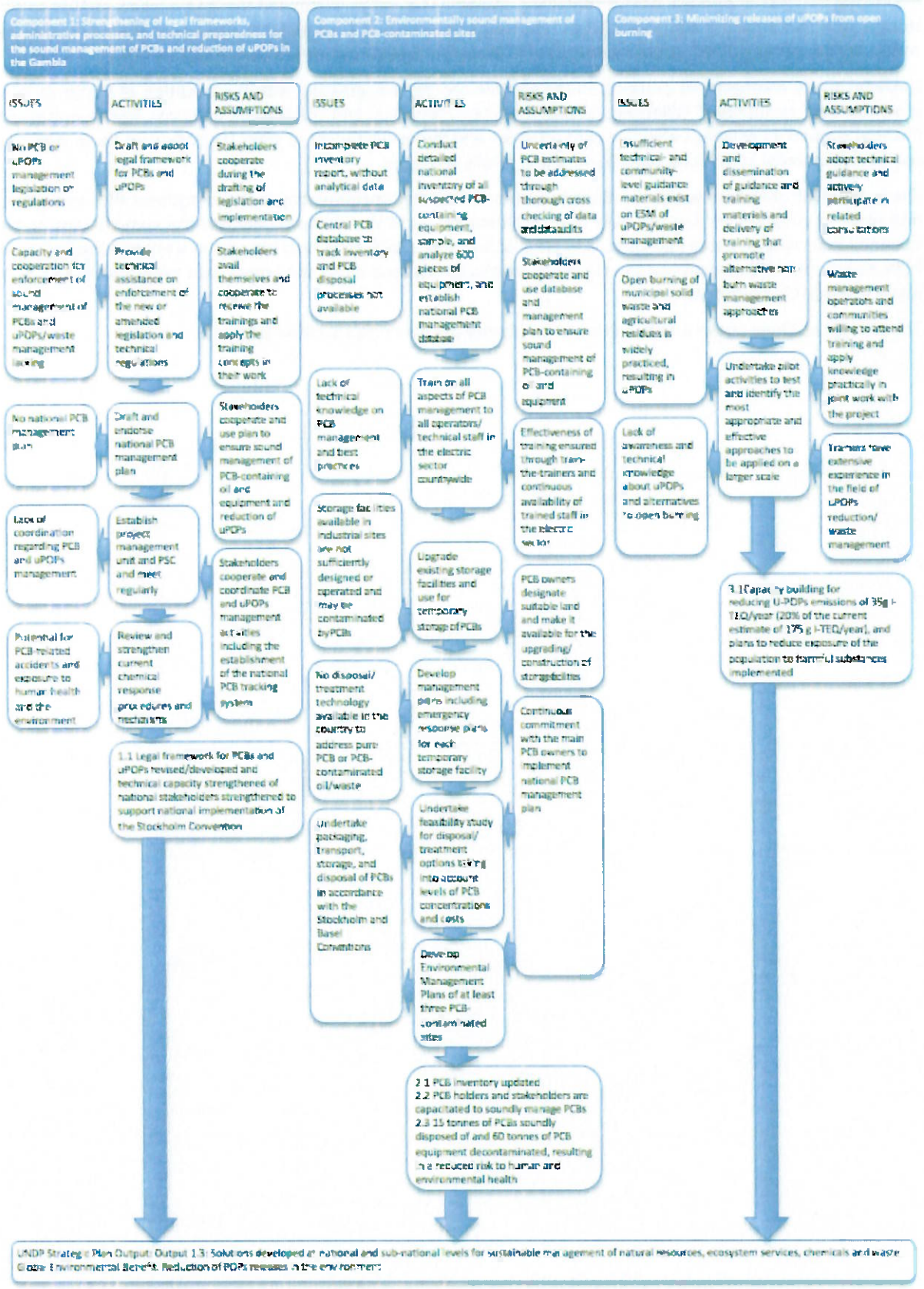
planning for phasing out PCB equipment is not aligned with their residual value, so that a strategy aimed at minimizing the cost of disposal of PCB-containing equipment is not pursued; and the legal aspects related to the storage of PCB-containing equipment under maintenance versus PCB phased-out equipment (to be considered waste) are usually neglected, exposing owners of PCB-containing equipment to a severe liability risk.

Similarly, waste management practices in the Gambia can be strengthened with the adoption of better or best practices, such as improved collecting, sorting, treatment, recycling, and compositing practices. The technical and financial support to establish effective pilot activities and the development of plans for scaling up these activities will be instrumental in reducing open burning and uPOPs emissions.

The project will therefore assist the Gambia in developing and implementing a sound national PCB and uPOPs management programme that will take into consideration all of the above to increase the commitment of the potential PCB owners, waste managers, and other stakeholders to comply with the new or amended legislation on PCBs, to have the PCB-contaminated equipment treated or disposed under the project, and to commit to non-burn waste management practices.

The strategy outlined above is summarized in the Theory of Change figure below (Figure 1).

Figure 1: Theory of Change for the project



The Proposed Alternative Scenario

The proposed alternative scenario aims to support the country with the necessary technical and financial assistance to ensure that (i) at least 75 tonnes of PCBs-containing equipment and waste are identified, properly managed, and disposed and (ii) uPOPs releases are reduced through the introduction of non-burn waste management practices. The project will be implemented in partnership with the relevant institutional and utility stakeholders, i.e. NEA, MECCNAR, NAWEC, KMC, and others as appropriate. The project will ensure that adequate capacity for the sound management of PCBs and uPOPs/waste management is built for addressing any further PCBs identified after the project's closure and for scaling up waste management pilot activities.

The project consists of the following four components:

- Component 1: Strengthening of legal frameworks, administrative processes, and technical preparedness for the sound management of PCBs and reduction of uPOPs emissions
- Component 2: Environmentally sound management of PCBs and PCB-contaminated sites
- Component 3: Minimizing releases of uPOPs from open burning of waste
- Component 4: Monitoring, learning, adaptive feedback, outreach and awareness raising, and evaluation

The description of the project by component, outcome, and output is presented in the section "Results and Partnerships" below.

The "Monitoring, learning, adaptive feedback, outreach and awareness raising, and evaluation" component is described in detail in Section VI (Monitoring and Evaluation Plan). Regarding knowledge management, the project will build on existing experience gained in similar programmes from the African region, as well as from other geographic areas covered by UNDP. UNDP has to-date been implementing similar approaches regarding PCB management in, for example, Georgia, Ghana (with UNITAR), Latvia, Kazakhstan, Kyrgyzstan, Jordan, Montenegro, Morocco, Mexico and Turkey; formulating or initiating implementation new programmes in Belarus, Ethiopia, Nigeria, and other partner countries for PCBs; as well developing and implementing a range of projects on POPs pesticides re-packaging and disposal, and on u-POPs reduction (for example in Nigeria, Kenya or Maldives).

Information exchange between these initiatives is expected to take place via accumulated knowledge at UNDP Regional Hub (Istanbul, Turkey), which provides technical oversight to ongoing UNDP-coordinated PCB- and uPOPs-related initiatives in the Africa, Arab States and Europe and CIS regions; and through engagement of qualified technical expertise that will be beneficial to the project in the Gambia. Coordination with other UN agencies working on chemicals and capacity building will be ensured so that the best quality of services can be provided to the country and that experiences gained through this project are fully disseminated in Africa and beyond.

The Stockholm Convention's mechanisms like the PCB Elimination Network (PEN) and participation in collective information events such as webinars organized by the Basel/Stockholm Conventions Secretariat will be utilised as knowledge management tools. At the national level, during project implementation, a web portal for sharing relevant project information will be designed and launched. Public access will be granted to all resources that are of public relevance such as project performance documents, guidance on PCB material management, guidance on uPOPs reduction/waste management, etc. User-friendly summaries and multi-media materials based on the project activities will be uploaded on the portal periodically, and proposed for partners' web sites. Furthermore, the project will plan for workshops to be held with the purpose of introducing previous experiences on POPs, PCBs, and uPOPs management from other countries.

Incremental cost reasoning

In the table below, the incremental and catalytic contribution of the alternative scenario in comparison with the baseline project is summarized by project component.

Table 1: Incremental Cost Reasoning

Incremental reasoning and global environmental benefits (GEB)			
Component	Baseline	Alternative scenario	GEB
Component 1: Strengthening of legal	The Government of the Gambia is implementing regulations that do not	The project will provide technical and financial assistance to review and	Not quantifiable. However, the project will ensure the long-term

frameworks, administrative processes, and technical preparedness for the sound management of PCBs and reduction of uPOPs emissions	contain specific reference to PCBs or uPOPs/open burning. There is no monitoring network of imported equipment such as capacitors and transformers that are likely to contain PCBs. National management plans and operational procedures for PCB and uPOPs management are non-existent.	update the current legislative framework to include specific reference to PCBs and uPOPs. The technical and financial assistance provided will also enable the Gambia to develop and implement national management plans for the sound management of PCBs and uPOPs including a national PCB tracking system to help prevent further imports of equipment such as transformers and capacitors that are likely to contain PCBs. Export of suspected PCB-contaminated transformers and capacitors will also be prevented. GEF Grant: USD 147,755	sustainability of actions aimed at reducing the release of PCBs and uPOPs into the environment by ESM of PCBs and municipal waste and through enforcement of legislation and regulations.
Component 2: Environmentally sound management of PCBs and PCB-contaminated sites	A comprehensive national PCB inventory is missing and technical capacity for sound PCB management is lacking. Equipment containing PCBs are in service or improperly stored in various part of the country and thereby continue to expose both humans and the environment to PCB risks. Some transformers suspected of containing PCBs have been removed from the system and disappeared, presumably to local recyclers who lack both the knowledge and expertise to safely handle this type of equipment.	The project will support the Government of the Gambia to undertake a comprehensive and reliable inventory of PCBs. The database will also be used by NAWEC to improve energy service delivery beyond the project lifespan. This will contribute directly to the Gambia's social and economic development. The project will secure the environmentally sound disposal of at least 75 metric tonnes of PCBs. It will explore the option of decontamination, as well as developing domestic disposal technologies if feasible, and the capacity building of the country to dispose of future stockpiles in compliance with SC requirements. GEF Grant: USD 672,200	This component will deliver the necessary management tools for achieving the disposal of PCBs, thereby eliminating the risks of PCB releases and contributing to the overall reduction of the global PCB aggregate load in the environment. 75 metric tonnes of PCBs disposed. If practical, PCB-contaminated transformers may be dechlorinated on site.
Component 3: Minimizing releases of uPOPs from open burning of waste	The Gambia lacks properly engineered landfills and some of the main dumpsites are poorly situated. Waste collection and treatment is done in a rudimentary way due a lack of funding. Waste at the various dumpsites is not segregated, sorted, or treated before dumping. Open burning and the generation of uPOPs is frequent for both municipal waste and agricultural biomass.	The project will support the design, implementation, and evaluation of pilot activities to strengthen waste collection, sorting, storage, transport, and treatment, which can be scaled-up and replicated in other locations in the country. GEF Grant: USD 885,380	This component will deliver the necessary management tools for achieving improved waste management, use of non-burn alternatives, and the reduction of 35g I-TEQ/year of uPOPs, thereby contributing to the overall reduction of the global uPOPs aggregate load in the environment.
Component 4: Monitoring, learning, adaptive feedback, outreach and awareness raising, and evaluation	There is still a lack of information available on the general PCB and uPOPs situation in the country. This has greatly contributed to the mismanagement of PCB-containing equipment, waste management, and PCB and uPOPs environmental releases.	The project will provide a platform for exchange of information with other countries on PCB and uPOPs/waste management techniques and approaches. GEF Grant: USD 112,205	ESM practices will be identified, documented, and disseminated to national stakeholders and other countries in the region where similar projects are being undertaken.

Innovation, sustainability and potential for scaling up

The project will establish a sound regulatory framework in the Gambia and will put emphasis on enforcement. The project will establish a National Expert Group, involving experts from the government, private sector, academia, and NGOs. This multi-disciplinary working group will provide sound expert advice to the project management team

and will cover all topics related to the lifecycle of PCBs (administrative processes for PCB disposal, inventory taking, response to emergencies, disposal, and maintenance and storage of equipment) and related to reduction of uPOPs/open burning and waste management (including collecting, sorting, treatment, recycling, and compositing practices).

The project will make full use of on-site survey/monitoring/inspections. This will involve monitoring the upgrading/construction of PCB storage sites and analysing and monitoring PCB-contaminated sites in the country. The project will facilitate the analysis of PCBs for the contaminated sites (PCB identifiers are planned to be funded through co-financing). UNITAR, in partnership with national counterparts, will conduct training for the local community leaders within localities impacted by PCBs. Similarly, the project will closely track the pilot activities to reduce uPOPs emissions/open burning, including site visits to medical institutions, open markets, and collection centres to monitor practices.

The experience gained through this project in using modern monitoring tools and the development of guidelines and standards can be scaled up to countries with similar situations and to other areas of chemicals management in the country or beyond.

Management of PCBs (including transport, storage, and disposal) and uPOPs/open burning will also be sustained and replicated in the following ways:

- An improved national legislative and regulatory framework for PCBs and uPOPs management along with strengthened enforcement capacity will contribute to sustaining the project's results beyond the project's duration.
- The development of guidance and provision of training on the management of PCBs, uPOPs/waste management, and contaminated sites will also strengthen capacity on processes that can be replicated and applied to other POPs, chemicals, and waste management, as appropriate. This applies, for example, to various stages of the PCB life cycle, such as transportation, storage, and disposal, as well as site identification and management regarding other contaminants. Regarding uPOPs/waste management, this will address, inter alia, collecting, sorting, treatment, recycling, and compositing practices.
- Establishing a national PCB tracking system to prevent importation and illegal use of equipment likely to contain PCBs, supported by national legislation, and including representatives of government, private sector, customs officers, academia, and NGOs, as appropriate, and which will also contribute to sustainability and prevent further imports of POPs.
- Prioritizing as much work as possible with local operators while providing the necessary training and ensuring international standards are met, in accordance with the obligations of the Stockholm Convention. This will provide the co-benefits of capacity development and employment creation in the country, favouring a sustainable long-term engagement of the national stakeholders. Regarding PCBs, collaboration with local businesses will be two-fold. First, through the promotion of local services for the environmentally sound collection and transport of PCB oil and PCB-containing equipment (already demonstrated in the recently-completed Ghana PCB capacity building project) and second, by promoting the recovery of decontaminated, and therefore higher value, metal scrap by local businesses, following all safety measures required by Stockholm Convention. These activities will be undertaken in coordination with international firms specializing in PCB management and disposal, and related training will be provided to Gambian counterparts. Regarding uPOPs/waste management, local operators (both public and private) are currently involved in day-to-day activities and such collaboration will be further explored, from collection to treatment to disposal.
- Valorising reclaimable materials generated during treatment will be investigated to offset treatment costs.
- Exchange of experiences with other countries in the region will be explored, within the limits of the proposed budget, in order to promote through South-South cooperation the replication and/or adoption of best practices being applied in neighbouring countries.
- All guidance and training materials will continue to be accessible on the project website beyond the project's duration.
- Awareness raising activities will be targeted to all those involved in or impacted by PCBs, uPOPs, and contaminated sites. The raised awareness will facilitate understanding of the associated risks and the modification of related practices to be applied for years to come.

- The implementation approach and related lessons learned from the project can serve as a basis for scale-up and replication in other countries, particularly in the region. The project will document these in, inter alia, the annual lessons learned and key experiences reports, which can assist other countries to replicate the most suitable approaches. The capacity strengthened in the Gambia through the project can also be applied to other areas of chemicals and waste management in the future.

The project will make use of consolidated technologies for the disposal of PCBs. High-concentration PCB waste and soil contaminated by PCBs will be pre-treated as necessary, packaged, and shipped for destruction through high temperature incineration (HTI) or co-incineration in BAT/BEP compliant plants in compliance with the Basel Convention rules. However, based on waste characterization outcomes, management and disposal options will be evaluated. The evaluation of disposal options will take into account the levels of PCB concentrations and the condition of the equipment. To reduce costs, a dechlorination approach will be explored. For example, the treatment or disposal of contaminated transformers that are relatively new and in good working order might only require a dechlorination approach – whereas old, defective, and highly-contaminated transformers in low or high-risk areas might require a different approach. These types of transformers and capacitors will be considered for dismantling at licensed facilities and may be incinerated with PCB oil at an incineration facility meeting international standards as defined by the Stockholm Convention. More importantly, the national PCB management team will decide on the PCB thresholds using internationally acceptable approaches and characterize the risk categories. The process for evaluating options for disposal will be robust and will include considerations such as: condition of the equipment, convention requirements, PCB concentrations in the waste streams, and local conditions. Providers of the service of waste pre-treatment, packaging, shipment, and disposal will be selected through competitive bidding in compliance with UN and Gambian rules.

Building on the strong cooperation illustrated in the course of project preparation among the key partners (NEA, MECCNAR, NAWEC, and KMC) the project will adopt a collaborative approach to implement all of the in-field activities related to PCBs identification, collection, storage, and disposal and uPOPs reduction/waste management activities. This will have the following advantages: developing, promoting, and enhancing collaborative processes among the key project stakeholders; facilitating access to the sites for conducting sampling and analysis of PCB-containing equipment and waste, as well as for storage and packaging of PCB-containing equipment before export; facilitating access to the collection centres, dumpsites, and recycling and compositing facilities; and ensuring that the culture and views of the public and private partners will be properly integrated with an increased mutual understanding.

IV. RESULTS AND PARTNERSHIPS

i. Expected Results:

Project Objective: This project aims at strengthening the capacity of national stakeholders to manage PCBs and achieve PCB elimination, address contaminated sites in an environmentally sound manner, and reduce uPOPs from opening burning, as identified as national priorities in the Gambia's NIP for the Stockholm Convention.

Global Environmental Benefits (GEBs): It is envisaged that under the project 75 tonnes of PCB oil transformer carcasses, capacitors, and contaminated soils will be properly disposed of in such a way that the PCB content in these equipment or waste will be irreversibly destroyed, and that a reduction of 35 g I-TEQ/year of uPOPs will be achieved. Therefore, the project will contribute to the implementation of the Stockholm Convention's requirements by the Gambia.

Socio-Economical Benefits: The project will bring direct and indirect social and economic benefits. The direct and immediate benefits are those related to the implementation of the project itself, including employment of project staff, operators, and others; possible establishment of public-private partnerships for the management of the PCB-contaminated equipment/waste and uPOPs/municipal and agricultural waste; and financial incentives for the PCB owners for the sampling, analysis, and treatment of their PCB-contaminated equipment, and for waste managers.

The project will also bring obvious indirect benefits. The removal of PCB sources (equipment, waste, and contaminated soil) from the environment and reduction of uPOPs emissions will prevent the contamination of the environment by these substances. This will translate into reduced mortality and morbidity of the population in the long-term, with specific reference to the pathologies associated with exposure to PCBs and uPOPs, resulting in the reduction of social and economic costs. In addition, the technical capacity developed by the project partners (project and institutional staff, consultants, and stakeholders) in the management of PCB waste and uPOPs/waste management will result in the creation of skills and capabilities for the management of hazardous substances and waste in general, which will result in the creation of specialized jobs in the country.

Knowledge Management: The project will generate a significant amount of knowledge, which will be carefully managed during project implementation in order for the project results to be properly communicated and disseminated during the entire project lifecycle. Lessons learned and success stories will be shared among other countries/UNDP country offices.

Project Description

Component 1: Strengthening of legal frameworks, administrative processes, and technical preparedness for the sound management of PCBs and reduction of uPOPs emissions

Under this project component, a national project secretariat, headed by the national project manager (and hosted by NEA), will be established in the Gambia. A Project Steering Committee (PSC) will also be established making full use of existing structures dealing with chemicals management (e.g. national coordination groups for POPs, SAICM, etc.) to coordinate and guide project implementation. The PSC will comprise a group of experts from different sectors (e.g. government, private sector, informal sector, academia, and NGOs) whose roles will be coordination, oversight, and advisory regarding project activities. The PSC will seek synergies and joint activities with existing and relevant planned chemicals-related activities. Members of the PSC will receive intensive training and will train other stakeholders (using a train-the-trainers model) in coordination with the executing partner, enabling replication at the local level.

This component will also support the Gambia to conduct comprehensive assessments of the national legal framework, institutional arrangements, administrative processes, and technical preparedness related to the sound management of PCBs and uPOPs. The assessments will also include a prioritization of needs. Regarding uPOPs, this output will be closely coordinated with the recently developed KMC waste management 5-year strategic plan and the revision of the 2007 Waste Management Bill, which is not yet finalised. After the comprehensive assessments, a decision will be made regarding whether to draft new legislation specifically on PCBs and uPOPs/waste management or strengthen the existing ones with inclusion of relevant provisions.

A national PCB tracking system to prevent importation and illegal use of equipment likely to contain PCBs will be developed and anchored into national law. The system will include representatives of government, private sector, customs officers, academia, and NGOs, and will also support the appropriate personnel to undertake periodic monitoring visits to PCB holders. The key stakeholder for enforcement of the import ban will be the Gambia Revenue Authority.

The findings of the inventory and feasibility study (see Component 2 below) will form the basis for the development of a national PCB management plan. The purpose of the PCB management plan is to establish a roadmap for the disposal/decontamination of transformers containing PCBs while ensuring rational use of the economic resources, minimum impact and disruption of the production activities (i.e. electricity production) through integration with normal maintenance operations, and cost optimization. The management plan will set environmental objectives and criteria, and occupational safety rules. The following criteria will be adopted in drafting the management plan:

- Prioritization (PCB concentration, risk assessment, transformer residual life)
- Selection of the proper technologies (based on PCB concentration and trade-off between transformers residual life and clean-up vs. disposal cost)
- Economic sustainability
- Accountability
- Sound and feasible time planning

Appropriate tools will also be developed to address the key gaps identified in the NIP and through the comprehensive assessments of the national legal framework, institutional arrangements, administrative processes, and technical preparedness related to the sound management of PCBs and uPOPs. For example, technical guidance documents will serve as the technical reference documents for project staff, NAWEC staff, and others, and will cover the following aspects: national and international regulations concerning PCBs (including Stockholm and Basel Conventions and associated guidance); sampling of electrical equipment; use of screening (quantitative or qualitative) analytical devices for PCBs; PCB labelling criteria and standards; packaging; transportation; storage and international shipment; technical specifications for storage facilities; and rationale for the selection of disposal and treatment technologies. Training will also be provided to staff of relevant Ministries and environmental authorities, including the members of the PSC and project staff, and NAWEC on the national and international regulation concerning PCBs, how to design a sound PCB management plan, enforcement of the legislation, and key steps on PCB management.

Under this component, the primary legislation enforcers such as the officers from NEA will also be trained on the implementation aspects including interpretation of the provisions of the new or revised legislation. To facilitate prosecution of violators, a prosecutor course will be specifically designed and conducted for all eligible environmental inspectors and other relevant stakeholders. The secondary enforcers, such as stakeholders from line ministries, industry, NGOs, and other stakeholders, will also be trained to fully familiarise them with the provisions of the new or revised legislation and to clarify the role that they can play to support the full implementation of these laws.

Component 2: Environmentally sound management of PCBs and PCB-contaminated sites

This project component will support the Gambia to review and strengthen its data collection and management capacity regarding PCBs. The Gambia will assess its data needs and develop protocols and procedures for data collection, sampling and analysis, processing, and storage. A comprehensive PCB inventory will be conducted during the implementation phase of the project and will include the sampling and analysis of phased-out and in-use equipment (ca. 600 pieces). A national database will be developed, which will also provide a platform for characterisation of PCB waste streams. This characterization will then facilitate undertaking a feasibility study of using available, robust, and cost-effective technologies to promote ESM and disposal of PCBs. The evaluation of disposal options will take into account the levels of PCB concentrations and the condition of the equipment.

For example, the treatment or disposal of contaminated transformers that are relatively new and in good working order might only require a dechlorination approach. Old, defective, and highly contaminated transformers (in low- or high-risk areas) might require a different approach. These types of transformers and capacitors will be considered for dismantling at licensed facilities abroad, where the PCB oil, contaminated soils and the non-recyclable waste (wood, cardboard) will be thermally treated, and the valuable scrap may be de-contaminated and sold. Developing domestic treatment technologies will also be explored. The final decisions for treatment or disposal options will be based on a feasibility study, which will carefully consider national risk hierarchy, cost estimates and financial feasibility and viability considerations, etc.

In coordination with Component 1, hands-on training conducted by international experts will be provided to project staff, environmental authorities, PCB holders (NAWEC), and other relevant stakeholders covering all of the steps in PCB management such as identification, labelling, safe packaging, collection, transport, storage, and final disposal of PCBs, based on new/proposed legal requirements and best practices (see Component 1 above). This practical hands-on training will build the technical capacity of those that will be physically engaged in PCB management, such as handling PCB-contaminated transformers, on how to perform sampling and testing of dielectric oil to ensure that proper methodologies are adopted, risks are minimised, and environmentally sound management is applied.

In addition, at least one interim storage facility will be upgraded in a central location where PCB oil, contaminated equipment, and materials will be stored. A remediation plan will be developed for the interim storage site and implemented following final disposal of PCBs. During the PPG phase, the Booster Workshop and its Storage Facility, owned and operated by NAWEC, was identified as a candidate for the location of an interim storage facility. An environmental assessment of the site will be undertaken, followed by upgrading according to internationally acceptable standards.

At least 15 tonnes of pure PCB oil and 60 tonnes of PCB contaminated oil, soils, and other materials will be disposed of in an environmentally sound manner. The disposal is expected to be undertaken at international licensed disposal facility, and to take into account the results of the comprehensive PCB inventory and feasibility study.

Regarding contaminated sites (such as facilities where transformers, including PCB-containing transformers, are serviced, maintained, and stored), environmental and social risk assessments and management plans will be prepared. This will be undertaken for at least three such sites, one of which could be for the interim PCB storage site. The Government of the Gambia and PCB holders, applying their own co-financing and resources will, in parallel to the GEF project, support the remediation of contaminated sites.

Component 3: Minimizing releases of uPOPs from open burning of waste

This component will commence with the further review and validation of national studies and initiatives that have been conducted in the Gambia regarding uPOPs, municipal solid waste, agricultural biomass, and open burning. Documents include, inter alia: 2003 and 2017 uPOPs inventories; KMC Waste Management 5-year Strategic Plan; KMC area waste generation database; The Gambia Solid Waste Management Strategy (currently being updated by NEA); WasteAid UK's The State of Solid Waste Management in The Gambia – a review; and 2015 Ban on Plastic Bags Order. Relevant initiatives include, inter alia, activities conducted or supported by KMC; Waste Aid UK; Project Lighthouse Gambia; Women's Initiative Gambia (Waste Innovation Centre); Dresden Banjul Organisation; University of the Gambia; GTTI; and community-level composting initiatives.

This component will focus on promoting non-burn alternatives of solid wastes and biomass, and demonstrating 3R approaches. This will involve the: (i) design and implementation of pilot activities to demonstrate the most appropriate and effective approaches that could be applied on a larger scale; and (ii) development and dissemination of guidance and training materials and delivery of training that promote alternative non-burn waste management approaches. In addition to environmental aspects, socio-economic considerations will be addressed, such as access to training and finance, job creation, and the establishment of cooperatives to facilitate the involvement of the informal sector in the waste management value chain.

Design and implementation of pilot activities to demonstrate the most appropriate and effective approaches that could be applied on a larger scale: Three sets of pilot activities are planned, with a focus on municipal solid waste management, agricultural biomass, and landfill improvements. During the design phase of the pilot activities, factors such as feasibility (related to social, economic, and technological aspects), replicability, sustainability, and alignment with the national development plans will be considered. This will include in-depth consultations with stakeholders and focus on relevant technologies and approaches to increase recycling, repurposing, and composting. Building on previous waste management efforts in the Gambia and other similar countries, opportunities for employment coupled with capacity building and private sector participation will be addressed in the design and implementation of the activities. Indicators will be developed to monitor and evaluate implementation and medium-term and long-term progress in achieving reductions in open burning and therefore reduction of uPOPs.

The pilot activities on municipal solid management will involve establishing or upgrading a number of easily accessible collection centres, which will support recycling and information dissemination functions. For example, since the bulk of solid waste in the Gambia is green waste (46% according to KMC), the pilot activities will include recycling of green waste collected in the centres to reduce the possibility of such waste being subject to open burning. The green waste could be locally shredded and then transported to a central composting site. Similarly, non-medical hazardous wastes, such as oil, chemicals, and batteries, which cause the biggest share of ground water pollutants when landfilled, will be segregated and collected for more appropriate treatment. This will include temporary waste storage in a secure and enclosed facility with an impermeable surface. Volumes of the waste categories will determine the treatment options applied. For example, for oil the treatment could include the de-watering (removal of water from the oil) and the sludge could potentially be used as a fuel. Car batteries will be separated into fractions such as lead, acid, plastic body, and others. The acid will be neutralized, and other fractions will be treated as appropriate. However, due to the low masses of such waste in the Gambia, treatment options available and cooperation in the region will be explored (e.g. with Senegal) as well as the potential for shipping to overseas facilities depending on the quantities and cost involved.

Parallel to the installation/upgrading of the collection centres, a number of additional activities will be designed that address: equipping medical institutions with separate collection systems for infectious waste; working with commercial institutions where production of hazardous waste occurs (e.g. car repair shops, pharmacies) to transport their waste to the collection centres; equipping open markets, restaurants, and supermarkets with separate bins to collect organic waste; and establishing an awareness raising campaign (e.g. flyers for households and shops, websites, training, school material) in coordination with the development of guidance and training materials mentioned above and in Component 4.

The pilot activities will involve determining the following, inter alia: the number and location of the collection centres, through national consultations; a plan for successive extension of collection centres and their locations; a plan for installation of equipment for the collection centres; a concept to treat the different fractions according to their character; integration of currently functioning collection and recycling activities; accompanying research/data collection on waste streams; physical preparation of the collection centres including installation of the required equipment; selection/purchase of needed containers, bins, and equipment for collection; selection/purchase of needed equipment for treatment, e.g. shredding machine for bulky green waste; preparation of sites for composting the green waste; selection/purchase of machines to perform composting; assessment of the marketability of the produced compost, developing a marketing strategy, and promoting the use of compost in farming and gardening activities; and storage and treatment of medical and hazardous waste. In addition, employment creation and sustainability will be supported by developing programmes to integrate informal waste collectors into the collection system.

Monitoring and evaluation activities will be undertaken during the pilot activities to ascertain the following, inter alia: weight of the diverted waste streams; consistency of the waste streams; participation of citizens and other stakeholders; operational demands; lessons learned regarding storage, treatment, and disposal; and amount of reduction of uPOPs as a result of a decrease in open burning. In addition to composting, short- and long-term treatment concepts will also be elaborated and piloted where possible. This will generate information on, inter alia: the best working components; challenges and improvement options; social aspects (employment, integration, acceptance); future treatment of the different waste fractions; investment demand (collection system, treatment, storage, transfer, etc.); operational demands (personnel, transportation, treatment, public works); financing mechanisms; and cooperation options (e.g. PPP).

Pilot activities addressing alternative and sustainable methods of farming that discourage open burning of agricultural biomass and promote non-burn approaches (such as composting) will also be undertaken. The pilot activities will commence with the selection of a region where agricultural open burning practices are prevalent. Existing national strategic papers, such as the National Agricultural Sector Strategy and reports on field crops, will be reviewed. Analyses of the current reasons for the burning practices among farmers will be undertaken, to understand their rationale and the benefits seen in using burning. During the design of the pilot activities, alternative non-burn farming methods that improve soil fertility and agricultural production per hectare and promote environmental conservation will be assessed. The pilot activities will include a strong component on training, capacity building, and awareness creation, and the viability and feasibility of the alternative methods will be built into a national strategy for promoting and implementing the pilot activities' outcomes into a large-scale application. Lessons learned will be built into long-term approaches to be implemented in coordination with the Ministry of Agriculture and University of The Gambia. For example, short courses that complement the existing Bachelor of Science in Agriculture at the University of the Gambia will be considered. A large number of partners, including the University and NGOs in the Gambia, will participate in the design and delivery of the pilot activities.

The third set of pilot activities will focus on capacity building for site selection, design, and management of a landfill. Proposed sites will be surveyed and mapped including the preparation of topographical surveys and review of national hydrogeological, geotechnical, and meteorological data. Land-use patterns and availability, access roads, sewage systems, and power connectivity will all be assessed to ensure suitable locations are selected. The design phase will take into account prevailing best practices, methods, standards, and operational systems that reflect internationally acceptable management techniques and containment standards. Site locations and landfill design will be consistent with the overriding objectives of protecting the environment and human health, sustainability, and stakeholder involvement. Based on these activities, a landfill design plan and associated management plan will be developed along with a national guidance document on site selection, design, and

management of a landfill outlining the design objectives and considerations that need to be taken into account in the design of landfills. Training and capacity building on these aspects will complement the above activities.

Development and dissemination of guidance and training materials and delivery of training that promote alternative non-burn waste management approaches: This will commence with the establishment of a national technical committee that will review and assess the target audiences and learning environment. Building on the assessments prepared under Component 1, this will help to identify and confirm key recipients and the most effective trainers and methods for information dissemination and capacity building. This will also be complemented by extensive stakeholder consultation. In coordination with the pilot activities, the following additional steps will be undertaken:

- Drafting guidance and training materials by the national technical committee with key input from international partners
- Submitting draft guidance and training materials to the PSC, NEA, and MECCNAR for approval, endorsement, and support
- Disseminating the guidance and training material to waste management service providers, farmers, and other national stakeholders
- Integrating the guidance and training material into the national education system, such as university programmes, continuing education programmes, and on-the-job training for environmental management staff
- Providing training to municipalities, local authorities, communities, farmers, and households regarding the hazards of open burning and uPOPs and best practices for non-burn waste management

This component will be closely coordinated with the relevant initiatives and partners listed above. For example, best practices and lessons learned from Women Initiative Gambia (WIG), which has experience educating communities about the hazards of open-burning and how to recycle, will be built into the design of the above training. Similarly, activities will build on the experience and guidance of the Waste Innovation Centre, WasteAid UK, Project Lighthouse Gambia, and other partners regarding, inter alia, collection approaches and reuse and recycling technologies applicable to the Gambia. To facilitate such engagement, some project funds have been allocated for NGOs' participation and synergy with the Small Grants Programme will be sought.

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Component 4: Monitoring, learning, adaptive feedback, outreach and awareness raising, and evaluation

Under this component, an awareness raising strategy on PCBs and uPOPs/municipal solid waste will be developed and materials such as brochures and posters will be prepared for different target groups. An awareness raising campaign will include briefing events for mid-level managers (e.g. facility managers), high-level officials (ministers, members of parliament, and chief executives), and the media. Furthermore, local communities will have access to awareness raising materials in their own local languages and trainings at the community level will be organized. This will address PCB management, risk management, applicable BAT/BEP, 3R of waste, and new/revised legislation. The awareness raising will also contribute to generating political support for the project. Key partners such as KMC and the Ministry of Agriculture will be closely engaged (for example, to promote alternative and sustainable methods of farming that discourage open burning of biomass and instead benefit agricultural production) and others that are active at the community-level such as WIG, WasteAid UK, and Project Lighthouse Gambia.

An internal project monitoring and evaluation (M&E) team will be constituted. The M&E team will regularly provide quarterly reports on project performance, stakeholders' views on project impacts, and recommendations for improvements. Yearly lessons-learned reports will be prepared and disseminated. Lessons learned and case study reports will be prepared for each project milestone (e.g. upgrading temporary storage sites for PCB waste, uPOPs reduction pilot activities), endorsed by national stakeholders, and shared internally and externally with other project countries such as Ethiopia and others, where similar projects are envisaged, and generally with countries implementing PCB or uPOPs management projects. Best practices for the introduction of ESM will be identified, documented, and disseminated to participants, other stakeholders and Parties of the Stockholm

Convention. A national project website will be developed for engagement, sharing good practices, guidance, tools, and experience. End-of-project publications will be prepared and disseminated.

The project will also implement and track the Gender Action Plan prepared under the PPG phase for this project. Further details are provided in the Gender Equality and Women's Empowerment section below.

ii. Partnerships:

The project will be implemented in partnership with the relevant institutional, industrial, and waste management partners, i.e. MECCNAR, NEA, NAWEC, KMC and other interested and affected stakeholders. Each one of these partners will play a specific role in ensuring that the changes needed for the project implementation are achieved.

Ministry of Environment, Climate Change & Natural Resources (MECCNAR): MECCNAR is the policy body charged with the task of managing and conserving the environment, while promoting the rational use of natural resources and ecological heritage for the benefit of the present and future generations. The overall objective of MECCNAR is to ensure that the environment and natural resources are managed and utilized sustainably so as to contribute to attainment of the National Development Plan and SDGs and in accordance with commitments under international conventions to which the Gambia is a Party. MECCNAR is composed of the following two technical departments and an agency: Department of Forestry; Department of Parks and Wildlife Management; and NEA.

Specific objectives of MECCNAR relevant to the project include the following:

- To ensure the institutional framework for environmental coordination and management at local and national levels are well structured in order to improve the livelihood of communities through best environmental practices and development approaches
- To improve the effectiveness of the policy and legislative frameworks promoting the sustainable management of natural resources, by harmonizing policies, cross-cutting, and sector-specific legal and regulatory instruments with regional and international frameworks
- To promote sustainable development through awareness raising campaigns and integrating environmental and natural resource management principles and techniques across all key social and productive sectors
- To encourage public-private sector partnerships on natural resource management
- To promote environment and natural resource management and governance for public participation and involvement

As MECCNAR is responsible for setting national environmental management policy, it will facilitate and support the development of legislation/regulations and technical guidance materials, and ensure compliance of the new or amended legislation with the Stockholm Convention's requirements. MECCNAR will also assist in the enforcement of legal provisions and control and will work closely with the Ministry of Water, Irrigation and Electricity (MWIE) and others in order to ensure that PCB holders are familiar and complying with all legal requirements. MECCNAR will benefit from the project as well through capacity strengthening from participating in targeted project activities.

National Environment Agency (NEA): NEA was created by the National Environment Management Act (NEMA), which provides the legal framework for the operations of the Agency. NEA's mandate is to ensure environmentally sustainable economic and social development in the Gambia. This involves largely coordination, advice, and consultation, overseeing compliance and providing technical services. As the national focal point of the Stockholm Convention, NEA will serve as the implementing partner for the project. NEA will play a key role in the success of the project in terms of, inter alia, supporting the development and implementation of controls and associated public-wide and sector-specific communication of PCB and uPOPs management rules under the new or amended national legislation/regulations, and for providing guidance to the targeted partners to fulfil their obligations. NEA will also facilitate the enforcement of legal provisions and control and will work closely with MECCNAR, MWIE, NAWEC, KMC, and others to ensure that PCB holders and waste management actors are operating in accordance with PCB- and uPOPs-related legal requirements. NEA will also provide support the project by conducting PCB analysis at its laboratory. NEA will also benefit from the project through capacity strengthening from participating in targeted project activities (e.g. strengthening technical capacity regarding PCB inventory development and laboratory analysis, and receiving PCB standard analysis method, columns, standards, consumables, accreditation, and training under the project).

NAWEC: As the owner of power equipment potentially contaminated by PCBs, NAWEC is a key partner and direct beneficiary of the project. Without the support of the NAWEC, as the sole electric power industry, in facilitating the identification of its PCB-contaminated equipment and planning for the progressive treatment/phasing-out of PCB-containing equipment and waste, there is a risk that the project would address only a limited amount of PCB waste. The project will therefore identify the needs of NAWEC to address its main concerns and minimize the costs associated with the identification, storage, treatment, and disposal of PCB-contaminated equipment and waste. The project will provide NAWEC, as a PCB owner, with financial support for the destruction of PCBs up to total of 75 tonnes of PCB-contaminated oil, transformers, and capacitors, and contaminated soils, as applicable, and will promote information exchange regarding PCB decontamination and disposal technology. The project will work in partnership with NAWEC to assist it in fulfilling its legal obligations (proper recording and reporting including development/updating sound management plans and labelling), which will be an important input for the quality and sustainability of other project activities. NAWEC will also benefit from project implementation in terms of obtaining a comprehensive national inventory database including PCB equipment and waste details, national PCB management plan, and various training and building capacity activities.

Kanifing Municipal Council (KMC): KMC is in charge of most of the Kombo Saint Mary District for annual property rates collection, business registrations and fees, physical planning decisions, street cleaning, and rubbish disposal. There is also a rent court on the premises to adjudicate fair rents as well as settling property disputes. The council covers the areas of Serrekunda, Kotu, Kololi, Bijilo, Fajara and Bakau, but excludes Banjul. KMC operates under by-laws and is regulated by NEA through the National Environment Management Act (NEMA), especially in relation to waste management. KMC provides waste management services for 300,000 people and is responsible for the Bakoteh dumpsite; 40% of waste collection is undertaken by the private sector (usually small-scale collectors who enter into agreements with individuals and communities). KMC is available to host pilot activities under the project that demonstrate the reduction of open burning and uPOPs emissions through non-burn alternatives.

Ministry of Health & Social Welfare (MOHSW): MOHSW is responsible for overall policy formulation, planning, organisation, and coordination of the health sector at national, regional, district, and community levels. Through the Directorate of Health Promotion and Education, MOHSW also promotes health and education involving behavioural change, communication, advocacy, and social mobilization. MOHSW could support education, awareness raising, and provide technical expertise regarding the health-related aspects of the project.

Gambia Revenue Authority (GRA): GRA is responsible for revenue collection and brings about economic sovereignty and self-reliance as a country. It was established in 2004 by an Act of the National Assembly. GRA also monitors the import and export activities in the country. GRA is a key partner and could support the monitoring of imports and exports of suspected PCB-containing materials and equipment.

Other partners will play mainly a supportive and advisory role within the project's implementation lifetime, in alignment to their respective mandates and specific project activities. More information about their potential role within the project is provided in Table 4 below.

iii. Stakeholder engagement:

Civil society and the public at large will be kept informed of project objectives, activities, achievements, and best practices through an awareness raising campaign. In addition, the project will give the community and other stakeholders opportunities to provide comments on and participate in project activities:

- Participation of civil society, NGOs, and others in meetings, fora, seminars, etc. related to decision-making on the project's implementation plans
- Participation of civil society, NGOs, and others in training workshops, where appropriate
- Through establishment of moderated discussion forums on the project's website

The above will address some of the identified risks of the project, such as: excluding any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them; generating adverse social and environmental effects from the project; or generating safety risks to local communities from project construction, operation, or decommissioning.

A list of the project partners and stakeholders, with their relative roles, is provided in the table below

Table 2: List of the main project partners and stakeholders with relative roles

NAME	TYPE	SPECIALIZATION	ROLE IN THE PROJECT
MECCNAR	Government	National environmental policy formulation and coordination	• Member of the PSC • Supports the regulatory aspects of the project • Participates in the national comprehensive PCB inventory exercise
NEA	Government	National environmental policy implementation and compliance monitoring	• Coordinates the project • Chairs the PSC • Hosts the Project Secretariat • Ensures execution of the national comprehensive PCB inventory exercise • Supports national training conducted under the project • Supports the regulatory aspects of the project • Support PCB analysis (with appropriate technical support from the project)
NAWEC	Government	Public utility enterprise; ensures generation, transmitting, distributing, and selling of electricity in accordance with economic and social development policies and priorities of the Government	• Member of the PSC • Provides a dedicated officer to coordinate the national comprehensive PCB inventory • Provides technicians for the inventory at regional level • Provide logistical supports for project PCB-related project activities
KMC	Government	Annual property rates collection, business registrations and fees, physical planning decisions, street cleaning, and rubbish disposal including responsibility for the Bakoteh dumpsite	• Member of the PSC • Implements selected uPOPs-related pilot activities • Supports and provides advice on the implementation of the uPOPs/municipal waste management activities including awareness raising
Ministry of Health & Social Welfare (MOHSW)	Government	Promotes and protects the health of the population through the equitable provision of quality health care	• Provides specialized knowledge on the effects of PCBs and uPOPs on human health • Participates in national awareness raising activities
Ministry of Justice	Government	Administers legislation, delivers justice services, and provides policy support and analysis on legal issues	• Supports the regulatory aspects of the project
Ministry of Water, Irrigation and Electricity (MWIE)	Government	Undertakes the management of water resources, water supply and sanitation, large and medium scale irrigation, and electricity	• Provide support and advice on PCB-related project activities
Ministry of Petroleum and Energy	Government	Ensures that energy and petroleum operations are undertaken in a socially, economically, and environmentally sustainable and responsible manner	• Provide support and advice on PCB-related project activities
Ministry of Higher Education, Research, Science and Technology	Government	Responsible for education, research, and training	• Participates in the conceptualisation and implementation of pilot activities and advises on educational and training aspects of the project
Gambia Revenue Authority	Government	Responsible for collecting revenues from customs duties and domestic taxes; in addition to raising revenue, the ERCA is responsible to protect the society from adverse effects of smuggling; and facilitates the legitimate movement of goods and people across the border	• Leads the national PCB monitoring network • Leads the tracking of imports and illegal exports of suspected PCB-containing equipment
Gambia Fire and Rescue Service	Government	Responsible for saving lives from fires, prevents peoples' properties from being destroyed by fire, renders humanitarian services, and helps protect the	• Participates in the design and upgrading of safety and emergency response in selected storage facilities

		environment	
Department of Forestry	Government	Enforcing the Forest Act and Regulations; promoting natural forest management in accordance to the Gambian Forest Management Concept; promoting community participation in forest development and management; promoting the development of plantations; educating the general public on the values of the forests; advising Government on forestry matters; and institutionalizing forestry training	• Participates in the uPOPs-related pilot activities, particularly regarding agricultural practices and forest and bush fires • Supports awareness raising activities and training
Gambia Bureau of Statistics	Government	Supervisory authority for the national statistical system and the only body in the country entrusted to provide official statistics and is responsible for the collection, production and dissemination of integrated, relevant, reliable and timely statistical information	• Supports the project by providing the relevant national statistics as requested by the project
Brikama Area Council	Government	In charge of land rates collection, refuse collection, municipal maintenance he Brikama Area Council is in the Kombo Central Region (West Coast area of the Gambia, near the Banjul Airport)	• Supports selected uPOPs-related pilot activities
National Nutrition Agency	Government	Coordination of policy implementation; implementation of nutrition activities; Secretariat of the National Nutrition Council; Nutrition Policy Analysis, Research and Indicative Planning; Monitoring of Nutrition interventions and programmes; and Mobilisation, Management and Coordination of Resources	• Supports project activities relevant to its mandate
National Road Authority	Government	Supports the socio-economic development of the country by assisting in the improvement of the living standards of the Gambian population, through realization of an effective, efficient, safe and fully integrated transport system and public works infrastructure which are responsive to the socio-economic needs of the public	• Support the PCB-related activities of the project, particularly regarding transportation of hazardous waste
Department of Livestock Services	Government	Supports the transformation of agriculture into a modernized, sustainable, diversified production and export oriented sector, which contributes to improved food security, farmers' livelihood and overall economic growth	• Participates in the uPOPs-related pilot activities, particularly regarding agricultural practices • Supports awareness raising activities
Agriculture and Environmental Science Faculty, University of the Gambia	Government	Provides training and capacity including Bachelor of Science in Agriculture, Biology and Environment Sciences; Higher Diploma in Agriculture (HDA); and Higher Certificate in Agriculture	• Participates in the uPOPs-related pilot activities, particularly regarding agricultural practices and composting • Supports the development of a long-term training programmes on non-burn approaches in the agricultural sector
Gambia Technical Training Institute (GTTI)	Government	Provides training opportunities for the middle and sub-professional levels of the technical and vocational human resource requirements of the country	• Participates in the uPOPs-related pilot activities and advises on training aspects
Medical Research Council Unit, The Gambia	Research	Undertakes research aimed at reducing the burden of illness and death in low and middle-income countries	• Participates in the PCB-related project activities as a user of a PCB-containing transformer • Participates in the uPOPs-related pilot activities
Project Lighthouse Gambia	Public interest group	Supports the Gambia with its development of sustainable infrastructure such as renewable energy, CDM and environment, capacity building and job creation, and the trade sector	• Participates in the uPOPs-related pilot activities and advises on awareness raising activities
ActionAid	Public interest	An Affiliate Member of ActionAid	• Participates in the uPOPs-related pilot activities

International The Gambia (AAITG)	group	International, AAITG works to further human rights for all and defeat poverty	
Stay Green Gambia	Public interest group	Works to tackle environmental degradation and creeping desertification by teaching farmers local forestry ideas such as starting cashew nut orchards and best practices in sustainable forestry management	• Participates in the uPOPs-related pilot activities, particularly regarding agricultural practices and forest and bush fires • Supports awareness raising activities
The Health, Environment and Information Network (HEIN)	Public interest group	Trains farmers on alternative pest management	• Participates in the uPOPs-related pilot activities, particularly regarding agricultural practices • Supports awareness raising activities
Women's Bureau	Public interest group	Responsible for giving policy guidance and proposals to the Gambia Government on issues affecting women; the National Women's Council acts as a forum for women while the Women's Bureau serves as the Secretariat to the NWC.	• Provides key input regarding the Gender Action Plan prepared under the project • Supports awareness raising activities
Women's Initiative Gambia (WIG)	Public interest group	Helps financially poor women in the Gambia increase their income, thereby improving the standard of living for their families and their communities	• Provides key input regarding the Gender Action Plan prepared under the project and uPOPs-related pilot activities • Supports awareness raising activities
Local communities	Civil society	Knowledge of needs and interests of local communities	• Participates in awareness raising campaign; meetings, forums, seminars, etc. related to decision-making on the project's implementation plans; training workshops, where appropriate; and moderated discussion forums on the project's website

Note: NGOs will be proposed to designate one of their entities to represent them on the PSC - this should be determined on the occasion of the Inception Workshop for the project.

iv. Mainstreaming gender:

Women are generally at higher risks regarding POPs being distributed in the broader environment, specifically related to their bioaccumulation and transfer through breast milk. Due to their physiological features, women and children are more exposed to risks associated to POPs compared to adult men given the same doses of exposure. The risks associated to POPs exposure for pregnant women and children are also comparatively higher.

Usually, risk-based environmental standards and risk-based corrective actions, following a precautionary approach, are designed taking into account the highest risk for the most sensitive and exposed population categories; therefore, environmental and toxicological limits already take into account the specific issue of women and infants. Nevertheless, specific activities will be developed to encourage women to access the information related to the project implementation and POPs. Awareness raising materials specially designed for facilitating women's involvement and knowledge will be prepared, which will introduce the gender-differentiated impact of POPs exposure on human health, particularly reproductive health, with the overall aim of reducing the risk of exposure of women and infants given their specific sensitivity. For example, in order to raise public awareness, the project will target media such as radio and TV stations and programmes mostly addressed to women. Gender aspects will also be taken into consideration when implementing specific project activities related, for example, to adoption of risk-reduction counter-measures

In addition, in the course of project implementation, compliance with UN policies on equal opportunities, GEF Policy on Gender Mainstreaming, and UNDP Gender Equality Strategy (2014-2017) will be maintained at each stage to ensure that the project supports women's capabilities and their enjoyment of rights, and women's equal and meaningful participation as actors, leaders, and decision-makers. Further issues may be identified during project implementation. In the course of the recruitment processes, the project will encourage the participation of women to ensure that they are represented at all levels of project development and implementation.

The project will also implement the Gender Action Plan, prepared during the PPG phase. Under guidance from the gender team of the UNDP Country Office (CO) in the Gambia or national gender team established under the

project, this will cover aspects related to female workers working within or affected by the main facilities and sites related to PCBs and uPOPs on various levels: as technicians dealing with electric equipment containing PCBs and as municipal or agricultural waste managers; for general safety and maintenance of these facilities; at the management level taking decisions on PCB and waste management plans; and regarding who will participate in capacity building under the project. Women in the community will also be involved at various stages. Aspects of the Gender Action Plan include, inter alia: establishing strategic partnerships and identifying synergies with organisations that focus on women's empowerment; developing project materials and training that directly address gender-differentiated issues; and designing and implementing a communication campaign that addresses women's needs.

v. South-South and Triangular Cooperation (SSTrC):

South-South and triangular cooperation under this project will focus on promoting an exchange of knowledge, resources, and where possible technology between developing countries. The Gambia will benefit from experiences gained in similar projects in Ghana, Ethiopia, Kenya, Nigeria, Rwanda, Tanzania, and Zambia (just to mention African examples). National experts from these successful projects may be used as experts to transfer their knowledge and expertise to their Gambian counterparts.

The approaches agreed will be consistent with UNDP's reputation as a knowledge broker, capacity development supporter, and partnership facilitator through, inter alia, enabling developing countries to work together to find solutions to common development challenges.

V. FEASIBILITY

i. Cost efficiency and effectiveness:

In general, cost effectiveness will be ensured at each stage of the project by adoption of tender-based (quality for affordable costs) UNDP procurement procedures for all of the activities, including the selection of PCB management services and decontamination equipment rental/establishment based on the best quality/cost ratio, and municipal waste management services and equipment, where appropriate.

UNDP has accumulated significant experience on the procurement and testing of disposal services for POPs-contaminated materials. If carried out with local technologies/facilities, the disposal is usually preceded by extensive testing of the technology conducted on significant amount of POPs waste, to certify its compliance with Stockholm and Basel Convention rules and standards. In cases where instead the disposal services are carried out through shipment abroad for disposal, detailed technical specifications are prepared envisaging the full range of services, from carrying out Basel Convention procedures for shipment, to packaging to final disposal and certification of waste destruction. This approach has resulted in a very effective quality/cost ratio. UNDP also has unique experience in the pre-commercial testing of disposal technologies, through for instance the on-site testing conducted on technologies for the disposal of soil highly contaminated by PCDD/F in Vietnam, including the mechano-chemical technology.

ii. Risk Management:

As per standard UNDP requirements, the Project Manager will monitor risks quarterly and report on the status of risks to the PMU and UNDP CO. The UNDP CO will record progress in the UNDP ATLAS risk log. Risks will be reported as critical when the impact and probability are high (i.e. when impact is rated as 5, and when impact is rated as 4 and probability is rated at 3 or higher). Management responses to critical risks will also be reported to the GEF in the annual PIR.

Overall, the project's risk rating is considered as Moderate.

SESP-related risks are accommodated within the broader risk framework, and are separately described in the SESP tool with areas of attention/monitoring/follow-up actions for the PMU. The PMU will be responsible for implementing the risk management measures, and the UNDP CO will be responsible for technical support and

oversight.

Table 3: Project risks

Project risks					
Description	**Type**	**Impact & Probability**	**Mitigation Measures**	**Owner**	**Status**
Delayed or incomplete PCB inventory due to the absence of coordination or technical and economic difficulties in carrying out sampling of dielectric oil	Organizational	Delay I = 4 P = 2	Please see the SESP in Annex F for details of the management measures.	PMU NEA UNDP UNITAR	N/A at this stage
Development and adoption of legal framework delayed due to lack of interest and support from decision- and policy-makers	Organizational Political Regulatory	Incomplete achievement of GEB I = 3 P = 3	Please see the SESP in Annex F for details of the management measures.	PMU NEA	N/A at this stage
Project resources are not sufficient to ensure the disposal or decontamination of all of the PCB-containing equipment and related wastes	Financial	Incomplete achievement of GEB I = 3 P = 2	Please see the SESP in Annex F for details of the management measures.	PMU NEA UNDP	N/A at this stage
PCB-contaminated equipment not secured for disposal during the project	Environmental Organizational	Incomplete achievement of GEB I = 4 P = 2	Please see the SESP in Annex F for details of the management measures.	PMU NEA	N/A at this stage
Chemical accidents or spillage of POPs-contaminated waste during sampling, transport, storage, or disposal	Environmental	Environ-mental damage I = 4 P = 1	Please see the SESP in Annex F for details of the management measures.	PMU NEA UNDP	N/A at this stage
Exposure to PCBs or uPOPs of workers involved in the management of PCB-containing waste, municipal waste, or agricultural waste	Environ-mental Social	Health hazard I = 4 P = 1	Please see the SESP in Annex F for details of the management measures.	PMU NEA UNDP	N/A at this stage
PCB spills and exposure risks from operations	Environmental Social	I=4 P=1	Please see the SESP in Annex F for details of the management measures.	PMU NEA UNDP	N/A at this stage
PCB leakage from temporary storage facilities	Environmental Social	I=4 P=1	Please see the SESP in Annex F for details of the management measures.	PMU NEA UNDP	N/A at this stage
Insufficient participation of women and affected stakeholders in the project	Environmental Social	I = 2 P = 3	Please see the SESP in Annex F for details of the management measures.	PMU NEA UNDP	N/A at this stage
Economic displacement of informal waste collectors	Social	I = 1 P = 4	Please see the SESP in Annex F for details of the management measures.	PMU NEA UNDP	N/A at this stage

Dimensions related to Physical displacement of dumpsite squatters as part of a larger waste management plan	Social	I = 2 P = 4	Please see the SESP in Annex F for details of the management measures.	PMU NEA UNDP	N/A at this stage

iii. Social and environmental safeguards:

The project is a direct response to the need for the ESM of PCBs and uPOPs in the Gambia to reduce harmful impacts on human health and the environment and to support sustainable development by, inter alia: preventing further contamination of clean power equipment with PCBs; reducing the risk of contaminated sites and potential spillages of PCB-contaminated oil; protecting the health of employees of PCB holder organizations (NAWEC), as well as neighbouring populations; reducing the global spread of these chlorinated wastes to other geographic areas; and reducing uPOPs releases through a reduction in open burning of waste.

The identified risks, as outlined in the SESP, are:

- *Risk 1: PCB spill and exposure risks.* Accidental environmental release of PCBs can result in potential exposure to workers and general public and potential transboundary movement due to improper handling, packaging, transportation, and disposal. The removal, packaging, transportation, treatment, and disposal of PCBs will require people to directly handle these toxic materials. The handling is subject to human error and can affect workers and communities living near the centres where the PCBs will be handled. Moreover, PCBs are recognized persistent pollutants, and are thus quite resistant to biodegradation; therefore, any spill occurring in any jurisdiction has the potential to travel into the environment, having a negative global environmental impact.
- *Risk 2: PCB accumulation in the environment.* The release of trace, undetected amounts of PCBs from the handling of contaminated equipment may cause these trace amounts of contaminants to accumulate in the surrounding areas and the environment around the temporary storage facilities.
- *Risk 3. Insufficient participation of women and affected stakeholders in the project.* In the past, women have not been given equal opportunities to participate in project implementation and, therefore, there is a potential risk of underrepresentation of women seeking participation in the project.
- *Risk 4. Economic displacement of informal waste collectors.* During the implementation of the three pilot activities (which will demonstrate non-burn approaches with a focus on municipal solid waste management, agricultural biomass, and landfill improvements) private sector participation may open the door to new large-scale competitors (that are skilled, equipped, and resourced) to the waste management sector.
- *Risk 5. Dimensions related to Physical displacement of dumpsite squatters as part of a larger waste management plan.* There are a small number of transient residents in some of the active dumpsites in the Gambia. This practice exposes these people to uPOPs emitted from open burning occurrences within the dumpsite and to unhealthy living conditions from the proximity of the waste.

The overall risk rating under the Social and Environmental Screening Procedure (SESP) is "Moderate" for this project. The management measures for these risks are described in the SESP (Annex F). As noted in the SESP, none of the project activities will involve resettlement.

There have been a number of similar projects implemented in countries with economies in transition. Procedures and approaches to be used in the project regarding PCB management have been tested, proven, and applied for many years for the purpose of treatment and disposal including decontamination of PCB-contaminated transformer oil and PCB-contaminated solid materials from transformers and capacitors. A similar situation applies regarding uPOPs/waste management procedures and approaches.

The selection of the technologies to be acquired by the project will be rigorous and will be conducted through a transparent international open bidding process where the terms of reference and specific needs for the project will be clearly indicated and the evaluation and selection process will be completed using UN strict rules, procedures, and conditions.

A strong oversight and safety principles will be applied by UNDP CO and the experienced Project Management Unit. National and International experts will be recruited as needed to provide guidance and technical support.

UNDP will ensure that an effective Project-level grievance redress mechanism is available. The mandate and functions of a project-level grievance mechanism could be executed by the Project Board or through NEA's existing grievance mechanisms or procedures for addressing stakeholder concerns. Where needed, UNDP and NEA will strengthen NEA's capacities to address Project-related grievances. Environmental and social grievances will be reported to the GEF in the annual PIR.

Project-level grievance mechanism will address concerns promptly through dialogue and engagement, using an understandable and transparent process that is culturally appropriate, rights-compatible, and readily accessible to all stakeholders at no cost and without retribution. It will be gender- and age-inclusive and responsive and address potential access barriers to women, the elderly, the disabled, youth, and other potentially marginalized groups as appropriate to the Project. The grievance mechanism will not impede access to judicial or administrative remedies as may be relevant or applicable.

In addition, UNDP's Accountability Mechanism will be available to Project stakeholders as a supplemental means of redress for concerns that have not been resolved through standard Project management procedures.

iv. Sustainability and Scaling Up:

Sustaining: The project intends to provide a comprehensive solution to the issue of PCBs use in the Gambia. Unless a greater amount of PCBs than estimated (75 tonnes) are identified, it is assumed that only residual activities related to PCB disposal will remain in place after project completion. However, the country will still have the obligation to periodically report to the Stockholm Convention's Secretariat on the PCB inventory, and to progressively destroy all the PCBs found after project's completion.

Through developing official guidance on PCB management, establishment of a comprehensive PCB inventory database, training, and implementation and demonstration of PCB disposal technologies (where appropriate), the project will ensure that the governmental institutions and the private sector will be in possession of all of the technical capacity needed to comply with the requirements of the Stockholm Convention up to the 2025 deadline.

Furthermore, since the conceptual approach to PCB management (safety measures during maintenance, handling, storage, transportation, and disposal) can be similar to other hazardous waste, including any POPs residual chemicals such as pesticides, the country will have the required capacity at the governmental level to manage those streams using these case studies, inclusive of the practical knowledge related to transboundary movement of wastes for disposal in line with the Basel Convention.

Similarly, the pilot activities to address uPOPs and open burning will result in significantly increased capacity to manage municipal and agricultural waste in an environmentally sound manner. Through developing and disseminating guidance and awareness raising materials on waste management/uPOPs reduction and implementation and demonstration of non-burn approaches, inter alia, the project will ensure that the Gambia

possesses the technical capacity needed to comply with the requirements of the Stockholm Convention to achieve "continuing minimization and, where feasible, ultimate elimination of unintentionally produced POPs".

Mainstreaming: The management of PCBs requires sophisticated scientific, technical, legal, and managerial competences in many fields, including sampling and laboratory determination of chlorinated organics, selection and practical demonstration (before granting full procurement clearance) of the most suitable PCB-decontamination technologies, strategic and financial planning of disposal and clean-up operations, chemical risk assessment, waste classification, etc. The management of municipal solid waste to reduce uPOPs also requires a comprehensive and pilot-tested approach taking into account a number of socio-economic and environmental considerations. All these competences, and the related lessons learned during project implementation, can be applied to address broader issues in the field of hazardous waste, chemicals management, waste management, and POPs. The capacities built under the project will therefore represent an important resource enabling Gambian experts to take part in broader activities either in the country or as regional centre of excellence.

Scale-up and Replication: As the project is expected to completely solve the PCB issue in the Gambia, scaling-up and replication in this specific area are not expected to occur. However, if more than 75 t of PCBs are identified, the skills gained will be applied to follow-up activities. Regarding uPOPs reduction, the pilot activities are expected to result in concrete plans for scale-up and replication within the Greater Banjul Area and in other parts of the country. Furthermore, the capacity developed under the project will be useful to undertake similar activities in other POPs, municipal waste, agricultural waste, or hazardous waste related activities in the Gambia, and to allow the Gambia project team to participate as regional experts in other PCB or uPOPs projects in the region. Any accumulated experience within this programme could at the same time be replicated in other GEF programmes if found useful. The experience accumulated with the project will be sued to engage developments stakeholders, and particularly International Financial Institutions (IFIs) which could help replicate the solutions developed to reduce UPOPs emissions in particular.

VI. PROJECT RESULTS FRAMEWORK

This project will contribute to the following Sustainable Development Goal (s): 1, 3, 9, 11, and 12					
This project will contribute to the following country outcome included in the UNDAF/Country Programme Document: By 2021, National institutions and community capacities are strengthened for effective disaster risk reduction, climate change response actions and resilience.					
This project will be linked to the following output of the UNDP Strategic Plan: Output 1.3: Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste.					
	Objective and Outcome Indicators	**Baseline**	**Mid-term Target**	**End of Project Target**	**Assumptions**
Project Objective: This project aims at strengthening the capacity of national stakeholders to manage PCBs and achieve PCB elimination, address contaminated sites in an environmentally sound manner, and reduce uPOPs from opening burning, as identified as national priorities in the Gambia's National Implementation Plan for the Stockholm Convention	National ESM system of PCB chemicals and waste drafted and implemented by 2020	People and workers are currently exposed to the risk posed by PCB-containing equipment stored or in-use	The risk for the population surrounding plant and storage facilities containing PCBs is minimized as a result of safety measures preventing PCB release in the environment	Existing storage facilities for transformers are assessed and upgraded to international standards to allow PCB removal/ decontamination operations	Identified PCB-contaminated equipment is under control and secured for disposal until technologies or service delivered by the project are available Handling of PCB equipment and disposal activities are carried out in an environmentally safe way without any harm to human health and the environment
		PCB management legislation or regulations and appropriate capacity and cooperation from PCB equipment/waste owners unavailable	PCB management legislation or regulations drafted	PCB management legislation or regulations and appropriate capacity and cooperation from PCB equipment/waste owners available	
		No comprehensive national PCB management plan prepared or implemented	Comprehensive national PCB inventory is completed	Comprehensive national PCB inventory is used as a basis for disposal of national stocks of PCBs.	
		No comprehensive ESM system is in place to address the national PCB situation, and power equipment is exposed to continuous potential for cross-contamination	ESM guidance materials drafted and an initial training of PCB holders undertaken	The risk for the population is minimized through the sound disposal of at least 75 tonnes of PCB-contaminated equipment and waste	
		A systematic PCB inventory, including PCB identification and labelling is missing	600 pieces of equipment expected to be tested to verify their PCB content, through which PCB-containing equipment is identified and labelled for future treatment or	600 pieces of equipment expected to be tested to verify their PCB content, if applicable PCB-containing equipment is identified and labelled for future treatment or disposal	Potential PCB owners are willing to facilitate sampling and analysis of their equipment The capacity of the Gambia to carry out sampling and analysis of dielectric oil and waste for PCB quantification is developed

			disposal, if applicable National PCB inventory database established and maintained to help with priority decision-making	Measures to prevent release of PCBs in the environment are in place	and sufficiently reliable to carry out timely sampling and analysis activities
	15 tonnes of pure PCBs and 60 tonnes of low-concentrated PCBs/ related waste are safely managed and disposed of/decontaminated by the end of the project, thus reducing global and local environment from exposure to these hazardous wastes	No equipment/oil containing PCBs identified or sent abroad for disposal No PCBs disposal/ decontamination technology available in the country	Based on final inventory amounts, temporary storage locations identified and upgraded to meet international standards Appropriate procedures for making the rented/procured technology operational are completed, and location to host the technology selected and confirmed (if applicable)	At least 75 tonnes of equipment and oil containing PCB (in pure and contaminated forms) are treated or disposed of in compliance with Stockholm Convention and Basel Convention requirements Disposal/cleaning certificates obtained	Identified PCB-containing equipment and waste amount to at least 75 tonnes and is properly stored for treatment or disposal under the project The technology or service for the disposal of PCB equipment and waste (within the country or abroad) will be selected and procured/rented in a cost-effective manner to stay within the project's budget and timing constraints Disposal of 75 tonnes of PCB equipment can be completed within project and budget constraints
	Pilot activities to test and identify the most appropriate and effective uPOPs reduction/waste management approaches to be applied on a larger scale are designed, implemented, and evaluated	Open burning of domestic waste (at dumpsites and at home) and agricultural residues is a common practice in the country, and additional uPOPs are released from forest and bush fires	Terms of reference for uPOPs reduction/improved waste management pilot activities drafted and endorsed	Pilot activities to test BAT/BEP of municipal waste, involving collecting, sorting, treatment, recycling, and compositing implemented and evaluated Pilot activities addressing alternative and sustainable methods of farming that discourage open burning of biomass and instead benefit agricultural production undertaken and evaluated	Waste management operators willing to develop and apply knowledge practically in joint work with the project
Component/Outcome 1 Strengthening of legal frameworks, administrative processes, and technical preparedness for the sound management of	Legal framework for PCBs and uPOPs drafted and adopted and institutional capacity and arrangements for the management of PCBs and uPOPs/waste management reviewed, and gaps and overlaps identified and addressed through	PCB or uPOPs management legislation or regulations and appropriate capacity for sound management unavailable	Comprehensive assessment of the national legal and institutional framework completed Technical assistance to the environmental authorities (NEA) on the enforcement	New or amended legislation and regulations which include specific PCB and uPOPs provisions adopted and disseminated to key national stakeholders Advisory support and	A fruitful cooperation among project staff, government, and key stakeholders on technical, legal, and financial matters is ensured so that the new or amended regulatory package is implementable, enforceable,

PCBs and reduction of uPOPs emissions	consultation and coordination processes		of the new or amended legislation and technical regulations related to PCBs and uPOPs delivered through specialized trainings and joint participation of project staff and government representatives Project management unit and PSC established and meeting regularly	required technical assistance in the implementation of the national legislation and regulations and guidance on PCBs and uPOPs delivered through continuous project support Technical assistance to the environmental authorities on the enforcement of the law and regulations related to PCBs and uPOPs delivered through joint participation of project staff and government representatives Institutions effectively coordinating implementation of the project	and sustainable
	National management plans and guidance on PCBs and uPOPs/waste management are developed and approved	No national PCB and uPOPs/waste management plans or guidance developed or available to guide action on addressing PCB and uPOPs matters in the country	National management plans for PCBs and uPOPs/ waste management drafted Facility-level PCB management plans drafted where appropriate At least 3 contaminated sites management plans developed	National PCB and uPOPs management plans reviewed and adopted Update of the National PCB management plan based on updated inventory data, as appropriate Update of the National uPOPs management plan based on existing national strategies and pilot activities, as appropriate	Government-led communication strategy on national PCB- and uPOPs-related efforts (e.g. legislation, technical regulations, PCB equipment inventory and phase-out/disposal/ decontamination, waste management) is in place and implemented to ensure better support from PCB equipment/waste owners, uPOPs generators, and other stakeholders A fruitful cooperation among project staff, government, and key stakeholders on technical, legal, and financial matters is ensured so that the PCB and uPOPs management plans are implementable and sustainable
		No industry-wide coordinated action is taken to address the ESM of PCBs or uPOPs/waste management	National coordination mechanism in place to coordinate industry-wide action regarding ESM of PCBs or uPOPs/waste management	National industry-wide coordination mechanism facilitates disposal of PCBs	
Component/Outcome 2 Environmentally sound	One consolidated country-wide PCB inventory updated and	An incomplete inventory report developed by NEA and	Inventory sampling activity plan for 600 pieces of	PCB inventory database established and made	Owners of PCB-contaminated equipment and waste will

management of PCBs and PCB-contaminated sites	completed, with appropriate data including sampling dates and analysis results of phased-out and in-use equipment	NAWEC without analytical data and missing equipment from some storage sites and central consolidated PCB database to track inventory and PCB disposal process is not available	equipment is well underway at mid-term point. Services for the sampling and analysis of this equipment and establishment of PCB inventory procured, if applicable Sampling and analysis of 600 pieces of PCB-suspected equipment carried out, if applicable 100 oil samples have been taken and analysed by GC/MS, if applicable PCB-containing equipment labelled and entered in the national database	available to authorities and PCB holders through a dedicated website with access policies	facilitate the access to their facilities and the sampling operations Proper chain of custody and quality control procedures is established to ensure the reliability of sampling and analysis operations
	Number of operators/technical staff in the electric sector and in NEA trained on and confident in practically applying the ESM system for PCBs	Insufficient technical guidance materials, training, and awareness on ESM for PCB management in the country	Guidance drafted for sampling of online and offline equipment, operation and maintenance of PCB-contaminated equipment, identification and labelling procedures, handling, transportation, temporary storage, and disposal discussed in 5 meetings Using the guidance material, at least 4 training sessions covering 20 operators/technical staff of the electric sector implemented Guidance documents drafted for environmental authorities on Stockholm and Basel Conventions, and BAT and BEP for PCB treatment and disposal operations and discussed in 2 meetings	Guidance for sampling of online and offline equipment, operation and maintenance of PCB-contaminated equipment, identification and labelling procedures, handling, transportation, temporary storage, and disposal adopted 8 training sessions covering at least 30 equipment operators (engineers and technicians) in the electric power sector Procedural and guidance documents for environmental authorities on Stockholm and Basel Conventions, and BAT and BEP for PCB treatment and disposal operations adopted 2 training sessions for at least 20 officers from the relevant ministries and institutions carried out	Prospects for adoption of technical guidance are high, and related consultations initiated and ongoing Equipment operators willing to attend training and apply knowledge practically in joint work with the project Trainers have extensive experience in the field of PCB management

			Training on chemical (PCB) response procedures and mechanisms undertaken and piloted at one site		
	Amount of equipment or waste containing or contaminated by PCB disposed in an environmentally sound manner	No equipment containing PCBs or PCB-contaminated soil disposed of	For pure PCBs, existing qualified service providers informed, invited, and tender for hazardous waste handling If applicable, the selected PCB decontamination technologies demonstrated in action as part of procurement activity for their reliability, environmental performance, and compliance with national regulation, Stockholm and Basel Conventions' requirements Associated sub-contracts for export of pure PCB waste and decontamination of low-concentrated in place (if applicable), and pre-bid conferences for interested bidders held to improve quality of received bids	Destruction/treatment of 75 tonnes of PCB-contaminated equipment and waste in progress with disposal certificates obtained	UNDP and UNITAR use experience from other projects to ensure the effectiveness and reliability of the selected technology for both pure/high-concentrated and low-concentrated wastes Selected vendors already familiar with the requirements and activities related to testing of their technologies PCB-contaminated equipment and waste are identified, safely stored, and secured for their disposal under the project No PCB waste transit limitations are in place to block waste export operations
Component/Outcome 3 Minimizing releases of uPOPs from open burning of waste	Number of guidance and training materials that discourage open burning of wastes and biomass in the local communities and agricultural activities completed and endorsed Number of participants from municipalities, local authorities, and communities trained regarding the hazards of open burning and uPOPs, and alternative waste management approaches	Insufficient technical- and community-level guidance materials on ESM of uPOPs/waste	Guidance and training material drafted for BAT/BEP non-burn alternatives to waste management discussed in 6 meetings	Guidance and training material for BAT/BEP non-burn alternatives to waste management adopted	Prospects for adoption of technical guidance are high, and related consultations initiated and ongoing Waste management operators and communities willing to attend training and apply knowledge practically in joint work with the project Trainers have extensive experience in the field of uPOPs reduction/waste management

		Lack of awareness and technical knowledge about uPOPs and alternatives to open burning	Using the guidance and training material, at least 10 training sessions covering 50 waste management operators and technical staff implemented 2 training sessions for at least 15 officers from the relevant ministries and institutions carried out	20 training sessions covering at least 100 waste management operators/ technical staff 3 training sessions for at least 25 officers from the relevant ministries and institutions carried out	
	Pilot activities to identify and test the most appropriate and effective uPOPs reduction/waste management approaches to be applied on a larger scale are designed, implemented, and evaluated	Open burning of domestic waste (at dumpsites and at homes) and agricultural residues is a common practice in the country, and additional uPOPs are released from forest and bush fires	Terms of reference for uPOPs reduction/improved waste management pilot activities drafted and endorsed	Pilot activities to test BAT/BEP of municipal waste, involving collecting, sorting, treatment, recycling, and compositing implemented and evaluated Pilot activities addressing alternative and sustainable methods of farming that discourage open burning of biomass and instead benefit agricultural production undertaken and evaluated	Waste management operators willing to develop and apply knowledge practically in joint work with the project
Component/Outcome 4 Monitoring, learning, adaptive feedback, outreach and awareness raising, and evaluation	Documentary evidence that the project's results sustained and replicated through proper M&E and knowledge management actions	N/A	Inception activities carried out, project management structure implemented, knowledge management system including project website established (to be completed in the first year of project implementation)		All the relevant stakeholders well aware of GEF/UNDP rules as well as national obligations under the Stockholm Convention, and willing to cooperate in the timely establishment of project management structures
		N/A	Project reporting and planning established and implemented	Project reporting and planning continued until project end	Project reporting and planning mechanisms and templates communicated in a timely manner and agreed with project management staff at all levels
		N/A	Mid-term evaluation and auditing activities carried out	Terminal and auditing activities carried out; terminal reporting completed and submitted to Government of the Gambia, UNDP, and GEF	Project stakeholders actively cooperating in all evaluation and auditing activities Evaluation and auditing are carried out in an independent and professional way, with the

					purpose to enhance project activities and generate recommendations for project success and sustainability after project closure
	Awareness raising strategy developed and implemented, which targets government, public and private sector, civil society, local communities and community leaders	Low levels of awareness on the adverse effects of POPs, including PCBs and uPOPs, leading to mismanagement of PCB-containing equipment and to undertaking waste management practices that generate uPOPs	An awareness raising strategy developed, and awareness materials such as brochures, meeting banners, and posters, for different target groups, developed and disseminated Dissemination of project objectives and mid-term results through establishment of a website, broadcasting, and workshops, and enhancement of gender related issues	Awareness materials disseminated at different levels: communities, technicians, and policy-makers Media briefing events both at mid-level managers (facility managers) and high-level (ministers, members of parliament and chief executives) planned and executed Local communities have access to awareness raising materials in their own local languages and trainings for community leaders are organised Dissemination of project objectives and mid-term results through establishment of a website, broadcasting, and workshops, and enhancement of gender related issues	Trainings and dissemination of awareness raising materials considered as key to strengthen the ESM of PCBs and uPOPs/wastes at national level
	Gender Action Plan in the context of PCB and uPOPs issues in the Gambia implemented and activities for better gender mainstreaming in POPs-related activities identified and implemented	No Gender Action Plan implemented out on POPs in the Gambia	Implementation and monitoring of Gender Action Plan completed	Gender mainstreaming in POPs-related activities implemented	

VII. MONITORING AND EVALUATION (M&E) PLAN

The project results as outlined in the project results framework will be monitored annually and evaluated periodically during project implementation to ensure the project effectively achieves these results.

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy. While these UNDP requirements are not outlined in this project document, the UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&E requirements are met in a timely fashion and to high quality standards. Additional mandatory GEF-specific M&E requirements (as outlined below) will be undertaken in accordance with the GEF M&E policy and other relevant GEF policies.

In addition to these mandatory UNDP and GEF M&E requirements, other M&E activities deemed necessary to support project-level adaptive management will be agreed during the Project Inception Workshop and will be detailed in the Inception Report. This will include the exact role of project target groups and other stakeholders in project M&E activities including the GEF Operational Focal Point and national/regional institutes assigned to undertake project monitoring. The GEF Operational Focal Point will strive to ensure consistency in the approach taken to the GEF-specific M&E requirements (notably the GEF Tracking Tools) across all GEF-financed projects in the country. This could be achieved for example by using one national institute to complete the GEF Tracking Tools for all GEF-financed projects in the country, including projects supported by other GEF Agencies.

M&E Oversight and monitoring responsibilities:

Project Manager: The Project Manager is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Manager will ensure that all project staff maintain a high level of transparency, responsibility and accountability in M&E and reporting of project results. The Project Manager will inform the Project Board, the UNDP Country Office and the UNDP-GEF RTA of any delays or difficulties as they arise during implementation so that appropriate support and corrective measures can be adopted.

The Project Manager will develop annual work plans based on the multi-year work plan included in Annex A, including annual output targets to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality. This includes, but is not limited to, ensuring the results framework indicators are monitored annually in time for evidence-based reporting in the GEF PIR, and that the monitoring of risks and the various plans/strategies developed to support project implementation (e.g. ESMP, Gender Action Plan, KM strategy, Stakeholder Engagement Plan, etc.) occur on a regular basis.

Project Board: The Project Board (or Project Steering Committee, PSC) will take corrective action as needed to ensure the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

Project Implementing Partner: The Project Implementing Partner is responsible for providing any and all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary and appropriate. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes, and is aligned with national systems so that the data used by and generated by the project supports national systems. The Project Implementing Partner will be supported by the Responsible Party (UNITAR).

UNDP Country Office: The UNDP Country Office will support the Project Manager as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in the annual work plan. Supervision mission reports will be circulated to the project team and Project Board within one month of the mission. The UNDP Country Office will initiate and organize key GEF M&E activities including the

annual GEF PIR, the *independent mid-term review* and the independent terminal evaluation. The UNDP Country Office will also ensure that the standard UNDP and GEF M&E requirements are fulfilled to the highest quality.

The UNDP Country Office is responsible for complying with all UNDP project-level M&E requirements as outlined in the UNDP POPP. This includes ensuring the UNDP Quality Assurance Assessment during implementation is undertaken annually; that annual targets at the output level are developed, and monitored and reported using UNDP corporate systems; the regular updating of the ATLAS risk log; and, the updating of the UNDP gender marker on an annual basis based on gender mainstreaming progress reported in the GEF PIR and the UNDP ROAR. Any quality concerns flagged during these M&E activities (e.g. annual GEF PIR quality assessment ratings) must be addressed by the UNDP Country Office and the Project Manager.

The UNDP Country Office will retain all M&E records for this project for up to seven years after project financial closure in order to support ex-post evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GEF Independent Evaluation Office (IEO).

UNDP-GEF Unit: Additional M&E and implementation quality assurance and troubleshooting support will be provided by the UNDP-GEF Regional Technical Advisor and the UNDP-GEF Directorate as needed.

Audit: The project will be audited in accordance with UNDP Financial Regulations and Rules and applicable audit policies on NIM implemented projects.[3]

Additional GEF monitoring and reporting requirements:

Inception Workshop and Report: A project inception workshop will be held within two months after the project document has been signed by all relevant parties to, amongst others:

a) Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project implementation;
b) Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
c) Review the results framework and finalize the indicators, means of verification and monitoring plan;
d) Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E; discuss the role of the GEF OFP in M&E;
e) Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; Environmental and Social Management Plan and other safeguard requirements; the gender strategy; the knowledge management strategy, and other relevant strategies;
f) Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and
g) Plan and schedule Project Board meetings and finalize the first-year annual work plan.

The Project Manager will prepare the inception report no later than one month after the inception workshop. The inception report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board.

GEF Project Implementation Report (PIR): The Project Manager, the UNDP Country Office, and the UNDP-GEF Regional Technical Advisor will provide objective input to the annual GEF PIR covering the reporting period July (previous year) to June (current year) for each year of project implementation. The Project Manager will ensure that the indicators included in the project results framework are monitored annually in advance of the PIR submission deadline so that progress can be reported in the PIR. Any environmental and social risks and related management plans will be monitored regularly, and progress will be reported in the PIR.

The PIR submitted to the GEF will be shared with the Project Board. The UNDP Country Office will coordinate the input of the GEF Operational Focal Point and other stakeholders to the PIR as appropriate. The quality rating of the previous year's PIR will be used to inform the preparation of the subsequent PIR.

[3] See guidance here: https://info.undp.org/global/popp/frm/pages/financial-management-and-execution-modalities.aspx

Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.

GEF Focal Area Tracking Tools: The following GEF Tracking Tool(s) will be used to monitor global environmental benefit results:

The baseline/CEO Endorsement GEF Focal Area Tracking Tool(s) – submitted in Annex D to this project document – will be updated by the Project Manager/Team and shared with *the* mid-term review consultants and terminal evaluation consultants (not the evaluation consultants hired to undertake the *MTR* or the TE) before the required review/evaluation missions take place. The updated GEF Tracking Tool(s) will be submitted to the GEF along with the completed Mid-term Review report and Terminal Evaluation report.

Independent Mid-term Review (MTR): An independent mid-term review process will begin after the second PIR has been submitted to the GEF, and the MTR report will be submitted to the GEF in the same year as the 3rd PIR. The MTR findings and responses outlined in the management response will be incorporated as recommendations for enhanced implementation during the final half of the project's duration. The terms of reference, the review process and the MTR report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Center (ERC). As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final MTR report will be available in English and will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and approved by the Project Board.

Terminal Evaluation (TE): An independent terminal evaluation (TE) will take place upon completion of all major project outputs and activities. The terminal evaluation process will begin three months before operational closure of the project allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. The Project Manager will remain on contract until the TE report and management response have been finalized. The terms of reference, the evaluation process and the final TE report will follow the standard templates and guidance prepared by the UNDP IEO for GEF-financed projects available on the UNDP Evaluation Resource Center. As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. The GEF Operational Focal Point and other stakeholders will be involved and consulted during the terminal evaluation process. Additional quality assurance support is available from the UNDP-GEF Directorate. The final TE report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board. The TE report will be publically available in English on the UNDP ERC.

The UNDP Country Office will include the planned project terminal evaluation in the UNDP Country Office evaluation plan, and will upload the final terminal evaluation report in English and the corresponding management response to the UNDP Evaluation Resource Centre (ERC). Once uploaded to the ERC, the UNDP IEO will undertake a quality assessment and validate the findings and ratings in the TE report, and rate the quality of the TE report. The UNDP IEO assessment report will be sent to the GEF IEO along with the project terminal evaluation report.

Final Report: The project's terminal PIR along with the terminal evaluation (TE) report and corresponding management response will serve as the final project report package. The final project report package shall be discussed with the Project Board during an end-of-project review meeting to discuss lesson learned and opportunities for scaling up.

Mandatory GEF M&E Requirements and M&E Budget:

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[4] (US$)		Time frame
		GEF grant	Co-financing	
Inception Workshop	UNDP Country Office	USD 5,000	USD 2,000	Within two months of project document signature
Inception Report	Project Manager	None	None	Within two weeks of inception workshop
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP	UNDP Country Office	None	None	Quarterly, annually
Monitoring of indicators in project results framework	Project Manager	Per year: USD 500 (USD 2,000 for 4 years)	USD 35,000	Annually
GEF Project Implementation Report (PIR)	Project Manager and UNDP Country Office and UNDP-GEF team	None	None	Annually
NIM Audit as per UNDP audit policies	UNDP Country Office	Per year: USD 3,000 (USD 12,000 for 4 years)	None	Annually or other frequency as per UNDP Audit policies
Lessons learned and knowledge generation	Project Manager	None	USD 85,000	Annually
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager UNDP CO	None	USD 35,000	On-going
Addressing environmental and social grievances	Project Manager UNDP Country Office BPPS as needed	None for time of project manager, and UNDP CO	None	
Project Board meetings	Project Board UNDP Country Office Project Manager	USD 3,000	USD 2,000	Bi-annually
Supervision missions	UNDP Country Office	None[5]	None	Annually
Oversight missions	UNDP-GEF team	None**Error! Bookmark not defined.**	None	Troubleshooting as needed
Knowledge management as outlined in Outcome 4	Project Manager	USD 15,900	USD 30,000	On-going
GEF Secretariat learning missions/site visits	UNDP Country Office and Project Manager and UNDP-GEF team	None	None	To be determined.
Mid-term GEF Tracking Tool to be updated	Project Manager	USD 6,600	USD 10,000	Before mid-term review mission

[4] Excluding project team staff time and UNDP staff time and travel expenses.

[5] The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GEF Agency Fee.

GEF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget[4] (US$)		Time frame
		GEF grant	Co-financing	
				takes place.
Terminal GEF Tracking Tool to be updated	Project Manager	USD 6,705	USD 15,000	Before terminal evaluation mission takes place
Independent Terminal Evaluation (TE) included in UNDP evaluation plan, and management response	UNDP Country Office and Project team and UNDP-GEF team	USD 30,000	USD 66,000	At least three months before operational closure
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		USD 81,205	USD 280,000	

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

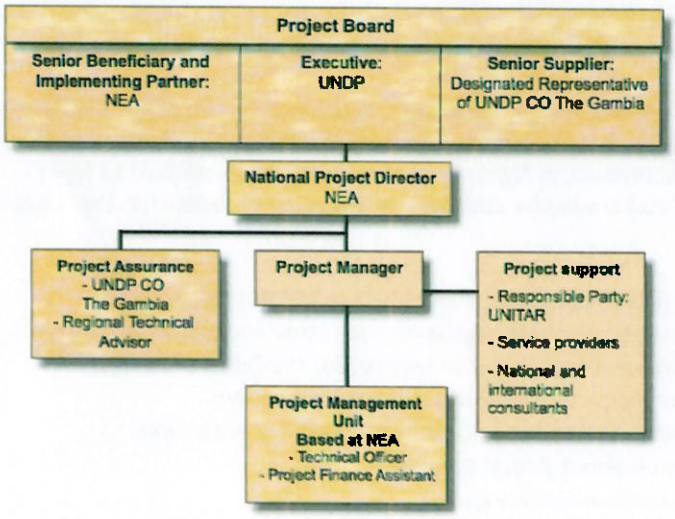
Roles and responsibilities of the project's governance mechanism: The project will be implemented following UNDP's national implementation modality, according to the Standard Basic Assistance Agreement between UNDP and the Government of the Gambia, and the Country Programme.

The **Implementing Partner** for this project is NEA. The Implementing Partner is responsible and accountable for managing this project, including the monitoring and evaluation of project interventions, achieving project outcomes, and for the effective use of UNDP resources.

The Implementing Partner is responsible for:

- Approving and signing the multiyear workplan;
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

The project organisation structure is as follows.



The **Project Board** (also called the Project Steering Committee (PSC)) is responsible for making management decisions, by consensus, when guidance is required by the Project Manager, including recommendations for

UNDP/Executing Partners' approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, the PSC's decisions should be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency, and effective international competition. In case consensus cannot be reached within the Project Board, the final decision shall rest with the UNDP Programme Manager.

Specific responsibilities of the Project Board include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project manager;
- Provide guidance on new project risks, and agree on possible countermeasures and management actions to address specific risks;
- Agree on project manager's tolerances as required;
- Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Appraise the annual project implementation report, including the quality assessment rating report; make recommendations for the workplan;
- Provide ad hoc direction and advice for exceptional situations when the project manager's tolerances are exceeded; and
- Assess and decide to proceed on project changes through appropriate revisions.

The Project Board is comprised of the following individuals:

- NEA: Project Director;
- MECCNAR: legal representative;
- NAWEC: legal representative;
- KMC: legal representative;
- UNDP: Programme officer;
- UNITAR: Programme officer; and
- One representative of a Non-Governmental Organisation, to be designated during the Inception Workshop.

The composition of the Project Board must include the following roles:

Executive: The Executive is an individual who represents ownership of the project who will chair the Project Board. This role can be held by a representative from the Government Cooperating Agency or UNDP. The Executive is:

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The executive has to ensure that the project gives value for money, ensuring cost-conscious approach to the project, balancing the demands of beneficiary and suppler.

Specific Responsibilities: (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organisation structure and logical set of plans;
- Set tolerances in the AWP and other plans as required for the Project Manager;
- Monitor and control the progress of the project at a strategic level;
- Ensure that risks are being tracked and mitigated as effectively as possible;
- Brief relevant stakeholders about project progress;
- Organise and chair Project Board meetings.

Senior Supplier: The Senior Supplier is an individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the

technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. Typically, the implementing partner, UNDP and/or donor(s) would be represented under this role. The Senior Suppler is:

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective;
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management;
- Ensure that the supplier resources required for the project are made available;
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes;
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts.

Senior Beneficiary: The Senior Beneficiary is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiary role is held by a representative of the government or civil society. The Senior Beneficiary is:

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes;
- Specification of the Beneficiary's needs is accurate, complete and unambiguous;
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target;
- Impact of potential changes is evaluated from the beneficiary point of view;
- Risks to the beneficiaries are frequently monitored.

The **Project Manager** will run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the PSC. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager's function will end when the final project terminal evaluation report and other documentation required by the GEF and UNDP have been completed and submitted to UNDP (including operational closure of the project). UNDP will hire the Project Manager.

Specific responsibilities include:

- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Plan the activities of the project and monitor progress against the project results framework and the approved annual workplan;
- Mobilize personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications, and overseeing all contractors' work;
- Monitor events as determined in the project monitoring schedule plan/timetable, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments or reimbursement using the fund authorization and certificate of expenditures;

- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports;
- Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Capture lessons learned during project implementation;
- Prepare the annual workplan for the following year; and update the Atlas Project Management module if external access is made available.
- Prepare the GEF PIR and submit the final report to the Project Board;
- Based on the GEF PIR and the Project Board review, prepare the AWP for the following year.
- Ensure the mid-term review process is undertaken as per the UNDP guidance, and submit the final MTR report to the Project Board.
- Identify follow-on actions and submit them for consideration to the Project Board; and
- Ensure the terminal evaluation process is undertaken as per the UNDP guidance, and submit the final TE report to the Project Board.

Project Assurance: UNDP provides a three – tier supervision, oversight and quality assurance role – funded by the GEF agency fee – involving UNDP staff in Country Offices and at regional and headquarters levels. Project Assurance must be totally independent of the Project Management function. The quality assurance role supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. This project oversight and quality assurance role is covered by the GEF Agency.

As a senior supplier, UNDP also has the role of project quality assurance. This role will be exercised by the UNDP Programme Officer responsible for the project, based in the UNDP CO, and an International Technical Specialist, funded by the project. Additional quality assurance will be provided by the UNDP Regional Technical Advisor as needed.

Governance role for project target groups:

Both the Project Management Unit (PMU) (which is established at NEA) and the PSC will implement mechanisms to ensure ongoing stakeholder participation and effectiveness with the commencement of the project by conducting regular stakeholder meetings, issuing a regular project electronic newsletter, conducting feedback surveys, implementing strong project management practices, and having close involvement with UNDP CO as the GEF implementing agency.

Responsible Party:

UNITAR will be a Responsible Party for this project.

An autonomous UN body established in 1963, the United Nations Institute for Training and Research (UNITAR) is a training arm of the United Nations System, and has the mandate to enhance the effectiveness of the UN through diplomatic training, and to increase the impact of national actions through public awareness-raising, education and training of public policy officials.

UNITAR provides training and capacity development activities to assist mainly developing countries with special attention to Least Developed Countries (LDCs), Small Island Developing States (SIDS) and other groups and communities who are most vulnerable, including those in conflict situations. The Institute covers topics in the broad areas of supporting capacity for the 2030 Agenda, strengthening multilateralism, advancing environmental sustainability and green development, improving resilience and humanitarian assistance, promoting sustainable peace, and promoting economic development and social inclusion. It also conducts research on innovative learning approaches, methods, and tools, as well as applied research to address critical issues, such as disaster risk reduction and humanitarian emergencies.

UNITAR's Chemicals and Waste Management Programme (CWM) provides support to governments and stakeholders to strengthen their institutional, technical, and legal infrastructure and capacities for sound management of chemicals. Project activities serve to implement international agreements such as the Strategic Approach to International Chemicals Management (SAICM), the Basel, Rotterdam and Stockholm Conventions, and the Globally Harmonized System of Classification and Labelling of Chemicals (GHS). These aim to protect human health and the environment, contributing to the Agenda for Sustainable Development. UNITAR's capacity building activities support a country-driven and integrated approach, contributing to the achievement of the 2020 goal to achieve the sound management of chemicals, as adopted at the World Summit on Sustainable Development (WSSD) in 2002.

UNDP Direct Project Services as requested by Government (if any):

The UNDP, as GEF Agency for this project, will provide project management cycle services for the project as defined by the GEF Council. In addition, the Government of The Gambia may request UNDP direct services for specific purposes, according to its policies and convenience. The UNDP and Government of The Gambia acknowledge and agree that those services are not mandatory, and will be provided only upon Government request. If requested, the services would follow the UNDP policies on the recovery of direct costs. These services (and their costs) are specified in the Letter of Agreement (Annex). As is determined by the GEF Council requirements, these service costs will be assigned as Project Management Cost and duly identified in the project budget as Direct Project Costs. Eligible Direct Project Costs should not be charged as a flat percentage. They should be calculated on the basis of estimated actual or transaction based costs and should be charged to the direct project costs account codes: "64397- Services to projects – CO staff" and "74596 - Services to projects COE for CO".

Grants will have to follow the Micro-Capital Grants policy.

Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information:

In order to accord proper acknowledgement to the GEF for providing grant funding, the GEF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GEF will also accord proper acknowledgement to the GEF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy[6] and the GEF policy on public involvement.[7]

Project management:

The project office will be established at NEA, which is located at Jimpex Road, Kanifing, PO Box 48, Banjul, The Gambia. The project is a result of a joint collaboration between the Government of The Gambia, UNDP, and UNITAR. Establishing the PMU at NEA will facilitate the coordination with other governmental and nongovernmental organizations in the Gambia and UNDP and UNITAR staff, as well as facilitate the exchange of information with GEF projects implemented by other agencies.

IX. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is USD 9,998,000 (TBC). This is financed through a GEF grant of USD 1,998,000 and USD 8,000,000 in parallel co-financing. UNDP, as the GEF Implementing Agency, is responsible for the execution of the GEF resources and the cash co-financing transferred to UNDP bank account only, where applicable.

[6] See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

[7] See https://www.thegef.org/gef/policies_guidelines

Parallel co-financing: The actual realization of project co-financing will be monitored during the mid-term review and terminal evaluation process and will be reported to the GEF. The planned parallel co-financing will be used as follows.

Co-financing source	Co-financing type	Co-financing amount	Planned Activities/Outputs	Risks	Risk Mitigation Measures
NEA	In-kind	2,300,000 USD	Office space, staff participating in project activities	Difficulties related to the accounting of in-kind support	Accounting mechanisms and rules will be clearly established at inception
NAWEC	Cash (2,700,000 USD) and in-kind (1,050,000)	3,750,000 USD	Capital investment in replacement and upgrading of the equipment; expenditures associated with inventory updating and removal, storage, and re-installation of equipment; maintenance of the equipment throughout the project duration; introducing best practices in operations such as collection, pre-screening of all equipment and oil due for refurbishment that is suspected to contain PCBs including introducing labelling procedures; and rehabilitation of all workshop repair and storage facilities	Coordination issues may arise Investment may be subjected to the sustained financial capacity of the enterprise	Coordination ensured through participation of NAWEC in PSC NAWEC provided assurances that no change on the proposed investments are expected
KMC	Cash (1,000,000 USD) and in-kind (830,000) – est.	1,830,000 USD	Capital investment in replacement and upgrading of the equipment for municipal waste management; expenditures associated with maintenance and operation of the equipment throughout the project duration; introducing best practices in operations such as sorting collecting, sorting, treatment, recycling, and compositing	Coordination issues may arise Investment may be subjected to the sustained financial capacity of the enterprise	Coordination ensured through participation of KMC in PSC KMC provided assurances that no change on the proposed investments are expected
UNITAR	In-kind	120,000 USD	Technical support & support to project management	Difficulties related to the accounting of in-kind support	Accounting mechanisms and rules will be confirmed prior to project inception
Total		8,000,000 USD			

Budget Revision and Tolerance: As per UNDP requirements outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager

to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board. Should the following deviations occur, the Project Manager and UNDP Country Office will seek the approval of the UNDP-GEF team as these are considered major amendments by the GEF:

a) Budget re-allocations among components in the project with amounts involving 10% of the total project grant or more;
b) Introduction of new budget items/or components that exceed 5% of original GEF allocation.

Any over expenditure incurred beyond the available GEF grant amount will be absorbed by non-GEF resources (e.g. UNDP TRAC or cash co-financing).

Refund to Donor: Should a refund of unspent funds to the GEF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-GEF Executive Coordinator.

Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Terminal Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed. At this time, the relevant parties will have already agreed and confirmed in writing on the arrangements for the disposal of any equipment that is still the property of UNDP.

Transfer or disposal of assets: In consultation with the NIM Implementing Partner and other parties of the project, UNDP programme manager (UNDP Resident Representative) is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file.

Financial completion: The project will be financially closed when the following conditions have been met:

a) The project is operationally completed or has been cancelled;
b) The Implementing Partner has reported all financial transactions to UNDP;
c) UNDP has closed the accounts for the project;
d) UNDP and the Implementing Partner have certified a final Combined Delivery Report (which serves as final budget revision).

The project will be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the implementing partner will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

X. TOTAL BUDGET AND WORK PLAN

Total Budget and Work Plan			
Atlas Proposal or Award ID:	00110854	Atlas Primary Output Project ID:	00110089
Atlas Proposal or Award Title:	Capacity building for PCBs and U-POPs in The Gambia		
Atlas Business Unit	GMB 10		
Atlas Primary Output Project Title	Capacity building for PCBs and U-POPs in The Gambia		
UNDP-GEF PIMS No.	5908		
Implementing Partner	NEA		

GEF Component/Atlas Activity	*Responsible Party/[1]* (Atlas Implementing Agent)	Fund ID	Donor Name	Atlas Budget Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Total (USD)	*See Budget Note:*
OUTCOME 1: Strengthening of legal frameworks, administrative processes, and technical preparedness for the sound management of PCBs and reduction of uPOPs emissions	NEA	**62000**	**GEF**	71200	International Consultants	10,000	6,800	-	-	16,800	*1*
				71300	Local Consultants	10,440	9,135	3,263	3,262	26,100	*2*
				71600	Travel	660	660	330	330	1,980	*3*
				72100	Contractual Services-Companies	3,500	3,500	1,375	1,250	9,625	*4*
				75700	Training, Workshops and Confer	15,000	15,000	7,500	6,250	43,750	*5*
				72300	Materials & Goods	7,000	-	-	-	7,000	*6*
	UNITAR			61300	Salary & Post Adj Cst-IP Staff	7,025	7,025	7,025	7,025	28,100	*7*
				71200	International Consultants	1,500	1,500	1,500	1,500	6,000	*8*
				71600	Travel	2,100	2,100	2,100	2,100	8,400	*9*
					sub-total GEF	**57,225**	**45,720**	**23,093**	**21,717**	**147,755**	
					Total Outcome 1	**57,225**	**45,720**	**23,093**	**21,717**	**147,755**	
OUTCOME 2: Environmentally	**NEA**	**62000**	**GEF**	71200	International Consultants	8,750	8,750	8,750	8,750	35,000	*10*

sound management of PCBs and PCB-contaminated sites				71300	Local Consultants	10,920	9,555	3,413	3,412	27,300	*11*
				72100	Contractual Services-Companies	25,000	25,000	15,000	300,000	365,000	*12*
				72100	Contractual Services-Companies	-	10,000	2,500	-	12,500	*13*
				71600	Travel	11,880	1,980	1,320	1,320	16,500	*14*
				75700	Training, Workshops and Confer	16,800	18,000	12,000	3,600	50,400	*15*
				72300	Materials & Goods	25,500	10,000	-	-	35,500	*16*
	UNITAR			61300	Salary & Post Adj Cst-IP Staff	20,550	20,550	20,550	20,550	82,200	*17*
				71200	International Consultants	2,500	2,500	2,500	2,500	10,000	*18*
				71600	Travel	9,450	9,450	9,450	9,450	37,800	*19*
					sub-total GEF	**131,350**	**115,785**	**75,483**	**349,582**	**672,200**	
					Total Outcome 2	**131,350**	**115,785**	**75,483**	**349,582**	**672,200**	
OUTCOME 3: Minimizing releases of U-POPs from open burning of waste	**NEA**	**62000**	**GEF**	71200	International Consultants	8,750	8,750	8,750	8,750	35,000	*20*
				71300	Local Consultants	6,900	6,900	6,900	6,900	27,600	*21*
				72100	Contractual Services-Companies	-	500	500	500	1,500	*22*
				71600	Travel	1,320	1,320	1,320	1,320	5,280	*23*
				75700	Training, Workshops and Confer	12,600	14,700	14,700	10,500	52,500	*24*
				72300	Materials & Goods	240,000	310,000	50,000	10,000	610,000	*25*
				72600	Grants	6,250	6,250	6,250	6,250	25,000	*26*
	UNITAR			61300	Salary & Post Adj Cst-IP Staff	17,675	17,675	17,675	17,675	70,700	*27*
				71200	International Consultants	5,000	5,000	5,000	5,000	20,000	*28*
				71600	Travel	9,450	9,450	9,450	9,450	37,800	*29*

					sub-total GEF	**307,945**	**380,545**	**120,545**	**76,345**	**885,380**	
					Total Outcome 3	**307,945**	**380,545**	**120,545**	**76,345**	**885,380**	
OUTCOME 4: Monitoring, learning, adaptive feedback, outreach and awareness raising, and evaluation	**NEA**	**62000**	**GEF**	71200	International Consultants	-	-	-	20,800	20,800	*30*
				71300	Local Consultants	3,589	5,264	3,589	5,263	17,705	*31*
				71600	Travel	3,000	7,000	3,000	11,500	24,500	*32*
				72100	Contractual Services-Companies	4,100	4,100	3,500	3,500	15,200	*33*
				74100	Professional services - Audit	3,000	3,000	3,000	3,000	12,000	*34*
				75700	Training, Workshops and Confer	5,000	1,000	1,000	1,000	8,000	*35*
	UNITAR			61300	Salary & Post Adj Cst-IP Staff	3,500	3,500	3,500	3,500	14,000	*36*
					sub-total GEF	**22,189**	**23,864**	**17,589**	**48,563**	112,205	
					Total Outcome 4	**22,189**	**23,864**	**17,589**	**48,563**	**112,205**	
Project management unit	**NEA**	**62000**	**GEF**	71300	Local Consultants	26,000	34,000	34,000	34,000	128,000	*37*
				72200	Equipment and Furniture	5,960	1,000	1,000	1,000	8,960	*38*
				72400	Communic & Audio Visual Equip	625	625	625	625	2,500	*39*
				72500	Supplies	5,000	2,000	2,000	2,000	11,000	*40*
	UNDP			74596/64397	Direct Project Costs	7,500	7,500	7,500	7,500	30,000	*41*
					sub-total GEF	**45,085**	45,125	45,125	45,125	**180,460**	
					Total Project Management	**45,085**	45,125	45,125	45,125	**180,460**	
					SUB-TOTAL GEF	563,794	**611,039**	**281,834**	**541,334**	**1,998,000**	
					PROJECT TOTAL	**563,794**	**611,039**	**281,834**	**541,334**	**1,998,000**	

Budget Notes

1		International Consultant: Support to Outcome 1. 700 USD/day * ca. 24 days
2		1 NTC (National Technical Coordinator) - full time (2,000 USD/month, 6 months; total: 12,000 USD); 1 NTO (National Technical Officer) - full time (1,200 USD/month, 3 months; total: 3,600 USD); 1 NTA (National Technical Advisor) - full time (1,500 USD/month, 3 months; total: 4,500 USD); and 1 NAA (National Administrative Assistant) - full time (1,000 USD/month, 6 months; total: 6,000 USD). Total: 26,100 USD
3		Local travel: 1 NTC and 1 NTO (33 USD/day*30 days*2 persons)
4		Development of national legal and institutional framework; advertisements of legal notices; printing of national management plans and guidance on sound management of PCBs and uPOPs; translation
5		Local meetings: 5 Project Steering Committee (PSC) meetings; 4 meetings with legislators; 2 trainings/meetings on national PCB tracking system; 4 trainings/meetings on development of national management plans and guidance on sound management of PCBs and uPOPs; 2 training/meetings on chemical response procedures and mechanisms; 4 meetings on developing contaminated sites management plans (Avg: 1,250 USD/day*35 days)
6		3 laptop computers, 3 small cameras, 1 office printer to support project implementation including inventory and database development
7		In accordance with the UN to UN Agency Contribution Agreement.UNITAR staff will support the project inception, provide training on project management covering the project objective, activities, outcomes and outputs, budgeting, roles and responsibilities of stakeholders, coordination aspects, reporting, workplan, etc., provide training on the objectives of the Stockholm Convention including specific PCB and uPOPs provisions, national reporting obligations, and how to strengthen national compliance and reporting mechanisms (with the support of the Secretariat of the BRS, where appropriate), support the comprehensive assessment of the national legal and institutional framework, through provision of TOR, guidance, training, and technical review (ensuring new/amended national legislation and regulations address PCB management and uPOPs emission reduction from open burning practices in accordance with the obligations of the Stockholm Conventions), support the development of internal company-specific operational procedures for PCB management and conduct train-the-trainer (TTT) training for the company staff, supervise the design of a national PCB tracking system to prevent illegal importation of equipment likely to contain PCBs, including the provision of training on activities such as sampling and analysis of imported transformer oil and labeling procedures, support the review and strengthening of the current chemical response procedures and mechanisms; this will involve TOR, guidance, training, and technical review, provide training on and facilitate the development of the national PCB management plan and uPOPs management plan including guidance on the ESM of PCBs and uPOPs emission reductions from open burning activities, provide templates for the national PCB management plan and uPOPs management plan Review the national PCB management plan and uPOPs management plan and facilitate the endorsement workshops(500 USD/day*28.1days*2 persons)
8		Provide technical advisce, inputs in the development of training materials and support the trainings (750USD/day*8 days*1person)
9		In accordance with the UN to UN Agency Contribution Agreement UNITAR (1 Mission return airfare USD 2000/person*2 persons *1 missions) +(DSA 207 USD/day*10.6d days*2persons*1 missions)
10		International Consultant: Support to Outcome 2. 700 USD/day * ca. 50 days.
11		1 NTC (National Technical Coordinator) - full time (2,000 USD/month, 6 months; total: 12,000 USD); 1 NTO (National Technical Officer) - full time (1,200 USD/month, 4 months; total: 4,800 USD); 1 NTA (National Technical Advisor) - full time (1,500 USD/month, 3 months; total: 4,500 USD); and 1 NAA (National Administrative Assistant) - full time (1,000 USD/month, 6 months; total: 6,000 USD). Total: 27,300 USD
12		100 lab analyses of oil samples (25,000 USD); database development (10,000 USD); establishment/upgrading of temporary storage (10,000 USD); PCB collection transportation (20,000 USD); PCB disposal (300,000 USD)
13		Environmental and social risk assessments and management plans for contaminated sites

14		Local travel: 1 NTC, 1 NTO/NTA, and inventory teams (33 USD/day*125 days*4 persons)
15		Local meetings: 6 PSC meetings; 5 meetings on development of PCB management technical guidance; 8 trainings for operators/technical staff of the electric sector; 2 meetings on national PCB tracking system; 2 meetings on development of guidance documents for environmental authorities; 2 training/meetings on chemical response procedures and mechanism; 2 training sessions for relevant ministries and institutions (Avg: 1,200 USD/day*42 days)
16		600 PCB field test kits (13,000 USD); personal protective equipment PPE (2,500 USD); sampling materials (10,000 USD); materials for temporary storage; packaging and containers and equipment rental (10,000 USD)
17		UNITAR staff will reinforce the national analytical capacity to support the updating and completion of the PCB inventory through providing expert assessment; advice; training on laboratory capacity, needs, methods, and standards required for PCB analysis; and facilitating the laboratory accreditation process, provide hands-on training on PCB inventory techniques, including organization, risk management, PPE, information management (recording and database development), data collection, sampling and analysis, identification and labelling procedures, and field sampling preparation, design the PCB inventory database and train stakeholders on its use and maintenance, provide training on and facilitate development of national PCB management plan, guidance on content, and review of draft management plan, ensure that key mid-and high-level managers have the necessary knowledge (to support the new legal provisions, develop and support implementation of the national PCB management plan, and contribute to overall project implementation), provide customized training on PCB management such as: operation and maintenance of PCB-contaminated equipment; handling including risk reduction approaches; transportation; temporary storage; and elimination, support development of the training programme, provide training materials, and facilitate the training, provide training on and technical support for the following: guidance for identifying appropriate sites for the temporary storage facilities; design requirements and temporary storage facility management best practices; national risk assessments for PCB phase-out, including deciding on national thresholds for high-risk priority areas; management and disposal of PCB-contaminated oil and equipment, including targeted hands-on training for: utility workers: PCB inventory techniques, including organization, risk management, PPE, information management (recording and database development), data collection, sampling and analysis, identification and labeling procedures, and field sampling preparation; procedures for handling oil potentially contaminated with PCBs; and emergency prevention and response; hazmat drivers: transportation of hazardous materials, PPE, risk assessment, and emergence prevention and response; national phase-out techniques including evaluation of disposal options taking into consideration technical, financial, environmental, and health aspects; draft TORs for international procurement of disposal services and advising on selection and contracting processes; organize international study tours to learn from similar successful projects within the region; conduct training on identification of contaminated sites; provide guidance and technical review of the site management plans and train key institutions trained on enforcement of regulatory measures regarding PCB management. (500 USD/day*82.2days*2 persons)
18		Support the national PCB inventory training and data collection, review inventory data quality. (750 USD/day*13.3 days*1 persons)
19		In accordance with the UN to UN Agency Contribution Agreement UNITAR (2 Missions /year return airfare USD 2000/person*2 persons *2 years) +(DSA 207 USD/day*7 days*2persons*4 missions) +International Consultant 2 Missions /year return airfare USD 2689/person*1 person *2 years) +(DSA 207 USD/day*9 days*1persons*2 missions)
20		International Consultant: Support to Outcome 3. 700 USD/day * ca. 50 days.
21		1 NTC (National Technical Coordinator) - full time (2,000 USD/month, 6 months; total: 12,000 USD); 1 NTO (National Technical Officer) - full time (1,200 USD/month, 3 months; total: 3,600 USD); 1 NTA (National Technical Advisor) - full time (1,500 USD/month, 4 months; total: 6,000 USD); and 1 NAA (National Administrative Assistant) - full time (1,000 USD/month, 6 months; total: 6,000 USD). Total: 27,600 USD
22		Printing of guidelines
23		Local travel: 1 NTC, 1 NTO, and waste management officers (33 USD/day*40 days*4 persons)

24		Local meetings: 5 PSC meetings; 6 meetings on development of guidance and training material for BAT/BEP non-burn alternatives to waste management; 20 trainings for waste management operators and technical staff; 3 trainings for ministries and institutions; 10 awareness raising activities (Avg: 1,050 USD/day *50 days)
25		Materials for pilot activities including separators, shredding machine, composting equipment, storage bins
26		NGOs: Support to Outcome 3
27		UNITAR staff Support review and validation of national studies and initiatives that have been conducted in the Gambia regarding uPOPs, municipal solid waste, agricultural biomass, and open burning and provide technical analysis; Support conducting a national learning needs assessment regarding waste management; Support development and dissemination of guidance and training materials and delivery of training that promote alternative non-burn waste management approaches; Facilitate the design and implementation of an accreditation course for waste management practitioners, as appropriate; Support and facilitate the design and implementation of three pilots demonstrating non-burn approaches with a focus on municipal solid waste management, agricultural biomass, and landfill improvements, including providing prototypes for the technical design of required equipment, such as a sorting mechanism; Support monitoring and evaluation of pilot activities to ensure lessons learned from the pilots activities are captured and correctly recorded.(500 USD/day*70.7 days*2 persons)
28		review the national studies and initiatives that have been conducted in the Gambia regarding uPOPs, municipal solid waste, agricultural biomass, and open burning and provide technical analysis and inputs, advise on the design and implementation of three pilots demonstrating non-burn approaches with a focus on municipal solid waste management, agricultural biomass, and landfill improvements, including providing prototypes for the technical design of required equipment, such as a sorting mechanism (750 USD/day*26.7 days*1 persons).
29		In accordance with the UN to UN Agency Contribution Agreement UNITAR (2 Missions /year return airfare USD 2000/person*2 persons *2 years) +(DSA 207 USD/day*7 days*2 persons*4 missions) +International Consultant 2 Missions /year return airfare USD 2689/person*1 person *2 years) +(DSA 207 USD/day*9 days*1persons*2 missions)
30		International Consultant: TE: 8 work days in the Gambia in total + 24 days report writing (650 USD/day) = 20,800 USD
31		1 NTC (National Technical Coordinator) - full time (2,000 USD/month,35 months; total: 6,000 USD); 1 NAA (National Administrative Assistant) - full time (1000 USD/month, 5.5 months; total: 5,500 USD).; local support for MTR and TE: 6,205 USD; Total: 17,705 USD
32		TE: 3,000 USD for airfare and 1,500 USD in DSA (4,500 USD total); Travel to 1 SC COP and 1 PCB meeting: 1 NTC and 1 NTO (2,000 USD for airfare and 1,500 USD in DSA; 14,000 USD total); Travel for experience sharing: 1 NTC and 1 NTO (1,500 USD for airfare and 1,500 USD in DSA; 6,000 USD total)
33		Website development and maintenance; printing of reports and awareness raising materials; awareness raising events; gender mainstreaming events and supporting activities; translation
34		Estimated audit costs
35		1 Inception workshop (5,000 USD), PSC meetings (Avg: 1,000 USD/day *3 days)

36		In accordance with the UN to UN Agency Contribution Agreement UNITAR staff will encourage political support and ensure that there is a good understanding of PCBs and uPOPs, and on the applicability of BAT/BEP and alternative products and related practices to minimize their adverse effects, UNITAR will:Provide practical and technical input, based on international and other national experience, to develop an awareness raising strategy and awareness raising materials such as brochures, project cards, meeting banners, posters, videos, and local plays, for different target groups (including communities, technicians, and policy-makers);Support press briefings and media events to promote project visibility and key outputs; Support the implementation and monitoring of the awareness raising strategy, including substantive participation during missions; Facilitate the reporting of lessons learned and convening related sessions, after delivery of each key milestone, such as the preparation and dissemination of the inventory results, packaging of PCB waste, disposal of PCB waste, and gender mainstreaming; Support implementation and tracking of the gender action plan; Support the development of knowledge management tools and techniques under the project; Facilitate and contribute to the mid-term and terminal project evaluations, including supporting development of TOR; Support the development of the national PCB management website (will also be used to facilitate the delivery of webinars and project documents) and PCB inventory database; and ensure that these are linked to the national reporting obligations under the BRS Conventions, as appropriate and will ensure sustainability by anchoring related activities in a national learning institution, make use of the TTT model where appropriate, and provide all training materials developed under the project to national stakeholders (500 USD/day*14 days*2 persons)
37		1 NTC (National Technical Coordinator) - full time (2,000 USD/month, 30 months; total: 60,000 USD); 1 NTO (National Technical Officer) - full time (1,200 USD/month, 15 months; total: 18,000 USD); 1 NTA (National Technical Advisor) - full time (1,500 USD/month, 15 months; total: 22,500 USD); and 1 NAA (National Administrative Assistant) - full time (1000 USD/month, 27.5 months; total: 27,500 USD). Total: 128,000 USD
38		Equipment and furniture for the project team
39		Communication of the project team
40		Supplies for the project team
41		Direct project costs for project implementation, see details including in Annexes to the ProDoc. Budget line "Direct Project Costs" will be utilized to cover the costs of UNDP services on procurement, recruitment, etc. Direct project costs will be charged according to GEF rules on DPCs. Please see Annex K. Direct project cost – GOE, Direct project cost – staff: Direct Project Costs (DPC) are the costs of administrative services (such as those related to human resources, procurement, finance, and other functions) provided by UNDP in relation to the project. Direct project costs will be charged based on the UNDP Universal Pricelist (UPL) or the actual corresponding service cost, in line with GEF rules on DPCs. The amounts indicated here are estimations, however as part of annual project operational planning the Direct Project Costs would be defined and the amount included in the yearly budgets. The account 64397 can only be used for operational cost per transaction; it is not a flat fee.

Summary of Funds:

	Amount Year1	Amount Year 2	Amount Year 3	Amount Year 4	Total
GEF	563,794	611,039	281,834	541,334	1,998,000
NEA (in-kind)	575,000	575,000	575,000	575,000	2,300,000
NAWEC (cash and in-kind)	937,500	937,500	937,500	937,500	3,750,000
KMC (cash and in-kind)	457,500	457,500	457,500	457,500	1,830,000
UNITAR (in-kind)	30,000	30,000	30,000	30,000	120,000
TOTAL	2,563,794	2,611,039	2,281,834	2,541,334	9,998,000

XI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Gambia and UNDP, signed in 1975. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by [name of entity] ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

Any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

XII. RISK MANAGEMENT

Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using

UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.

The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

Where such funds have not been refunded to UNDP, the Implementing Partner agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to the Implementing Partner for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XIII. MANDATORY ANNEXES

A. Multi-year Workplan
B. Monitoring Plan
C. Evaluation Plan
D. GEF Tracking Tool(s) at baseline - submitted as a separate document
E. Terms of Reference for Project Board, Project Manager, Chief Technical Advisor and other positions as appropriate
F. UNDP Social and Environmental and Social Screening Template (SESP) - submitted as a separate document
G. UNDP Project Quality Assurance Report – will be submitted by the Country Office at the start of the project.
H. UNDP Risk Log
I. Results of the capacity assessment of the project implementing partner and HACT micro-assessment - will be submitted by the Country Office at the start of the project.
J. Letter of Agreement (LOA) for Direct Project Cost (DPC)

A. Multi Year Work Plan:

Expected Outcomes	Planned Activities/Outputs	Responsible Party	Year 1				Year 2				Year 3				Year 4			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Outcome 1.1 Legal framework for PCBs and uPOPs, revised/ developed and technical capacity of national stakeholders strengthened to support national implementation of the Stockholm Convention	Activity 1.1.1 Regulatory and institutional framework reviewed, and new and updated PCB and uPOPs related provisions proposed for inclusion in existing regulatory framework	NEA UNITAR	X	X	X	X	X	X	X	X								
	Activity 1.1.2 National management plans and guidance on sound management of PCBs and uPOPs developed and endorsed	NEA UNITAR	X	X	X	X	X	X	X	X								
	Activity 1.1.3 Key institutions trained on enforcement of regulatory measures regarding PCB management and reduction of uPOPs emissions	NEA UNITAR						X	X	X	X	X	X	X	X	X	X	
Outcome 2.1 PCB inventory updated	Activity 2.1.1 Comprehensive PCB inventory completed, including sampling and analysis of phased-out and in-use equipment (ca. 600 samples) with final inventory results included in national PCB database	NEA UNITAR	X	X	X	X	X											
Outcome 2.2 PCB holders and stakeholders are capacitated to soundly manage PCBs	Activity 2.2.1 50 staff from environmental authorities, PCB holders, and other stakeholders trained on identification, labelling, safe packaging, storage, and final disposal as appropriate	NEA UNITAR		X	X	X	X											
Outcome 2.3 15 tonnes of PCBs soundly disposed of and 60 tonnes of PCB equipment decontaminated, resulting in a reduced risk to human and environmental health	Activity 2.3.1 ESM of PCBs, including interim storage, final disposal of (at least) 15 tonnes of pure PCB oil; and 60 tonnes of PCB- contaminated oil, soil, and other waste	NEA UNITAR	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
	Activity 2.3.2 Environmental management plans of at least three PCB-contaminated sites developed	NEA UNITAR							X	X	X							
Outcome 3.1 Capacity building for reducing uPOPs emissions of 35g I- TEQ/year (20% of the current estimate of 175 g I-	Activity 3.1.1 Selected municipalities, local authorities, and communities provided with guidance and training for non-burn alternatives of municipal solid wastes and biomass, and demonstrating reduction, reuse and recycling (3R)	NEA UNITAR	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	

TEQ/year), and plans to reduce exposure of the population to harmful substances implemented	approaches																	
Outcome 4.1 Awareness raised on the adverse effects associated with PCBs and uPOPs, and on the applicability of BAT/BEP and alternative products leading to a better understanding of the issues and improved protection of human health and the environment	Activity 4.1.1 Awareness raising campaign, including customized information on risk management, applicable BAT/BEP and 3R of waste, developed and implemented	NEA UNITAR		X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Outcome 4.2 Project results sustained and replicated	Activity 4.2.1 Gender Action Plan implemented, M&E and adaptive management applied to project in response to needs, and evaluation findings and lessons learned extracted	NEA UNITAR	X	X	X					X								X
Outcome 4.3 Lessons learned and best practices are captured, published, and disseminated at national, regional and global levels	Activity 4.3.1 PCB and uPOPs management website established for engagement, sharing good practices, guidance, tools, and experiences	NEA UNITAR		X														
	Activity 4.3.2 Yearly lessons- learned report/publication prepared and disseminated, and case study reports prepared	NEA UNITAR				X				X				X				X
	Activity 4.3.3 End of project publication prepared and disseminated	NEA UNITAR															X	X

B. **Monitoring Plan:** The Project Manager will collect results data according to the following monitoring plan.

Monitoring	Indicators	Description	Data source/Collection Methods	Frequency	Responsible for data collection	Means of verification	Assumptions and Risks
Project objective from the results framework: This project aims at strengthening the capacity of national stakeholders to manage PCBs and achieve PCB elimination, address contaminated sites in an environmentally sound manner, and reduce uPOPs from opening burning, as identified as national priorities in the Gambia's National Implementation Plan for the Stockholm Convention	**Indicator 1:** 15 tonnes of pure PCBs and 60 tonnes of low-concentrated PCBs/related waste are safely managed and disposed of/ decontaminated by the end of the project, thus reducing global and local environment exposure to these hazardous wastes	National PCB inventory updated and database is operational to monitor related equipment Sub-contracts placed for pure PCB disposal and decontamination/ disposal of low-concentrated electric oil	• Reports from NAWEC • Laboratory reports • PCB database • Project progress report/UNDP CO reports	• Annually/MTR/ TE reports • Reported in DO tab of the GEF PIR	• NEA • UNDP CO • UNITAR • Project office • Project consultants	• Project progress reports/PIRs • GEF tracking tool at MTR/TE time	Assumptions: Identified PCB-containing equipment and waste amount to at least 15+60 tonnes and is properly stored for treatment or disposal under the project The technology or service for the disposal of PCB equipment and waste (within the country or abroad) will be selected and procured/rented in a cost-effective manner to stay within the project's budget and timing constraints Risks: Disposal of 15+50 tonnes of PCB equipment cannot be completed within project and budget constraints
	Indicator 2: Number of pilot activities to identify and test the most appropriate and effective uPOPs reduction/waste management approaches to be applied on a larger scale	Verifies that the pilot activities on uPOPs/waste management best practices have been carried out	• PMU/TORs • International consultants and experts, NEA • Collection of reports and direct interviews	• Annually	• PMU • UNDP • UNITAR	• TOR for pilot activities • Site visits reports • Observation and measurement reports	Assumptions: Waste management operators committed to establishing infrastructure and adopting best practices within project timeframe Risks: Testing of best practices not completed within project timeframe, therefore relevant observations, measurements, and documents are not made available
Project Outcome 1: Strengthening of legal frameworks,	**Indicator 3:** Legal framework for PCBs and	Verifies that legislation and regulations have	• PMU/TORs • National and international	• Quarterly	• PMU • UNDP	• Draft and final versions of legal	Assumption: A fruitful cooperation among project staff, government, and key

administrative processes, and technical preparedness for the sound management of PCBs and reduction of uPOPs emissions	uPOPs is drafted and adopted	been developed or amended to address ESM of PCBs and uPOPs/waste management	consultants • Examination of the legal documentation, direct interviews		• UNITAR	documentation • Meeting minutes	stakeholders on technical, legal, and financial matters is ensured so that the new or amended regulatory package is implementable, enforceable, and sustainable Risks: Approval of the legislation/regulations by the government takes longer than expected
	Indicator 4: National PCB management plan is drafted and approved	Verifies that the national PCB management plan has been drafted and adopted, measures its level of completeness	• PMU, national authorities, national and international consultants • Collection of reports, direct interviews	• Annually	• PMU • UNDP • UNITAR	• Draft and final national PCB management plan • Meeting minutes	Assumption: National plan has been drafted in a timely manner and endorsed by the government Risks: Approval of the national plan by government longer than expected
	Indicator 5: National uPOPs management plan is drafted and approved	Verifies that the national uPOPs management plan has been drafted and adopted, measures its level of completeness	• PMU, national authorities, national and international consultants • Collection of reports, direct interviews	• Annually	• PMU • UNDP • UNITAR	• Draft and final national uPOPs management plan • Meeting minutes	Assumption: National plan has been drafted in a timely manner and endorsed by the government Risks: Approval of the national plan by government longer than expected
Project Outcome 2: Environmentally sound management of PCBs and PCB-contaminated sites	**Indicator 6:** Preliminary survey carried out – plan includes batch sampling, approach, teams, etc.	Measures the level of successful completion of the preliminary survey	• PMU/TORs • Service providers, national and international consultants • Examination of the preliminary inventory and preliminary survey and plan • Direct interviews	• Annually	• PMU • UNDP • UNITAR	• Draft and final preliminary survey and inventory reports • Sampling plan	Assumption: The preliminary survey completed within the expected timeframe and made available Risks: Survey reports incomplete/not made available
	Indicator 7: PCB inventory is established	Verifies that the PCB inventory has been established	• PMU/TORs • IT service provider,	• Annually	• PMU • UNDP	• PCB inventory data	Assumption: The PCB inventory database has been placed on a website and made

		and is functional	national and international consultants • Examination of the software through accessing the website, collection of reports, direct interviews		• UNITAR	• PCB inventory online database	available Risks: Delay in completing the sampling and analysis; PCB inventory is not made available
	Indicator 8: Number of training sessions and workshops	Measures that the planned number of training sessions and workshops have been carried out	• PMU/TORs • Training consultants, training service providers, trainees, trainers • Data collected through questionnaires, surveys, and direct interviews	• Quarterly	• PMU • UNDP • UNITAR	• List of workshop participants • Workshop and training minutes and reports	Assumptions: Training minutes are duly drafted and signed Risks: The above documents are not drafted/not made available
	Indicator 9: Number of guidance and procedural documents completed	Verifies that guidance and procedural documents have been drafted and are compliant with the Stockholm Convention	• PMU/TORs • International consultants and experts, NEA • Collection of reports and direct interviews	• Quarterly	• PMU • UNDP • UNITAR	• Draft and final guidance and procedural documents for PCB management • Meeting minutes	Assumptions: Guidance and procedural documents have been prepared and made available Risks: Time to achieve agreements on the content of guidance document takes too long
	Indicator 10: Capacity (tonnes) of upgraded storage facilities	Measures the availability and amount of storage capacity of PCB waste and equipment that can be held in an environmentally sound manner	• Contractors • PMUs/TORs	• Quarterly in the first 2 years, then annually	• PMU • UNDP • UNITAR	• TOR for upgrading of storage facilities • Layout of storage facilities, site visits reports (before, during, and after storage	Assumptions: Storage facilities identified and upgraded within project timeframe, reports completed, and TORs made available Risks: Storage facilities not upgraded or relevant documents not made available

						upgrading)	
	Indicator 11: Amount of equipment or waste containing or contaminated by PCB disposed in an environmentally sound manner	Measures the amount of PCB waste and equipment, including contaminated soil, that has been treated or disposed in an environmentally sound manner	• PMU/TORs and reports • International consultants, operators of disposal technology if applicable, provider of disposal services • Direct interviews and collection of reports	• Quarterly	• PMU • UNDP • UNITAR	• Hazardous waste manifests/ certificate of storage, transportation, and disposal of the amount of PCB waste treated in compliance with Gambian legislation and SC/BC obligations • Site visit reports to storage (and disposal facilities, if applicable) during operations • Analytical certificates	Assumptions: Information on PCB disposal made available throughout the entire set of disposal activities; equipment disposed/treated properly tracked Risks: Data on PCB handling and disposal not properly collected during project implementation; hazardous waste manifest system poorly established
Project Outcome 3: Minimizing releases of uPOPs from open burning of waste	**Indicator 12:** Number of training sessions and workshops on uPOPs/waste management best practices	Measures that the planned number of training sessions and workshops have been carried out	• PMU/TORs • Training consultants, training service providers, trainees, trainers • Data collected through questionnaires, surveys, and direct interviews	• Quarterly	• PMU • UNDP • UNITAR	• List of workshop participants • Workshop and training minutes and reports	Assumptions: Training minutes are duly drafted and signed Risks: The above documents are not drafted/not made available
	Indicator 13: Number of pilot activities to	Verifies that the pilot activities on uPOPs/waste	• PMU/TORs • International	• Annually	• PMU	• TOR for pilot activities	Assumptions: Waste management operators committed to establishing

	identify and test the most appropriate and effective uPOPs reduction/waste management approaches to be applied on a larger scale	management best practices have been carried out	consultants and experts, NEA • Collection of reports and direct interviews		• UNDP • UNITAR	• Site visits reports • Observation and measurement reports	infrastructure and adopting best practices within project timeframe Risks: Testing of best practices not completed within project timeframe, therefore relevant observations, measurements, and documents are not made available
Project Outcome 4: Monitoring, learning, adaptive feedback, outreach and awareness raising, and evaluation	**Indicator 14:** Awareness raising strategy is developed and implemented	Verifies that the awareness raising strategy was implemented, and targets government, public and private sector, civil society, local communities and community leaders	• PMU/TORs • Service providers, national and international consultants • Examination of the awareness raising material, collection of reports, direct interview	• Annually	• PMU • UNDP • UNITAR	• Pre- and post-awareness raising questionnaires • Awareness raising event reports • Awareness raising materials	Assumption: Dissemination of awareness materials considered as key to strengthen the ESM of PCBs and uPOPs/waste Risks: Recipients are not interested in the PCB and uPOPs issues, materials fail to appropriately reach targeted audience
	Indicator 15: Number of women involved in project implementation	Verifies the success of gender mainstreaming in the project	• PMU, national authorities, national and international consultants • Collection of reports, direct interviews	• Annually	• PMU • UNDP • UNITAR	• List of workshop attendees • Workshop and training minutes and reports • Questionnaires	Assumption: Meaningful participation of women is considered as key to strengthen the ESM of PCBs and uPOPs/waste at national level and minimising adverse effects Risks: Female recipients are not interested in the PCB and uPOPs issues, materials fail to appropriately reach targeted audience

C. **Evaluation Plan:**

Evaluation Title	Planned start date Month/year	Planned end date Month/year	Included in the Country Office Evaluation Plan	Budget for consultants	Other budget (i.e. travel, site visits etc...) – only co-financing	Budget for translation
Terminal Evaluation	November 2021	March 2022	Yes	USD 30,000	USD 66,000	USD 0
			Total evaluation budget	USD 96,000		

D. GEF Tracking Tool(s) at baseline - submitted as a separate document

E. Terms of Reference for Project Board, Project Manager, Chief Technical Advisor and other positions as appropriate. Submitted as a separate document.

F. UNDP Social and Environmental and Social Screening Template (SESP) - submitted as a separate document

G. UNDP Project Quality Assurance Report – will be submitted by the Country Office at the start of the project.

H. UNDP Risk Log – See Table 3 in the text of the Project Document.

I. Results of the capacity assessment of the project implementing partner and HACT micro-assessment - submitted as a separate document.

J. Letter of Agreement (LOA) for Direct Project Cost (DPC)

STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT FOR THE PROVISION OF SUPPORT SERVICES TO

PROJECT: Capacity building for PCBs and uPOPs in The Gambia

Dear Executive Director,

1. Reference is made to consultations between officials of the National Environment Agency (NEA), (hereinafter referred to as "the Government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed programmes and projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.

2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the administrative budget of the office.

3. The UNDP country office may provide, at the request of the designated institution, the following support services for the activities of the programme/project:

(a) Identification and/or recruitment of project and programme personnel;

(b) Identification and facilitation of training activities;

(c) Procurement of goods and services;

4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the programme support document or project document, in the form provided in the Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project the annex to the programme support document or project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

5. The relevant provisions of the Standard Basic Assistance Agreement (the "SBAA") in January 21, 1982, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the programme support document or project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the programme support document or project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally managed programmes and projects.

Yours sincerely,

_____

Signed on behalf of UNDP
Ade Mamonyane Lekoetje
UNDP Resident Representative

Date

_____

For the Government (National Environment Agency-NEA)

Date