

**Project Proposal
to be submitted to the**

Ministry of Foreign Affairs of Norway

**Support to the Establishment
of Regional Waste Management Centers
in North-West Croatia and Eastern Slavonia**

**Prepared by
REC**

Project Information

Project Title: Support to the Establishment of Regional Waste Management Centers in North-West Croatia and Eastern Slavonia

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Abbreviations:

FEPEE	-	Fund for Environmental Protection and Energy Efficiency
IFI	-	International Financing Institution
MoEPPPC	-	Ministry of Environmental Protection, Physical Planning and Construction
NEAP	-	National Environmental Action Plan
NW	-	North-West
PD	-	Project Director
PM	-	Project Manager
RWMC	-	Regional Waste Management Center
SW	-	Solid Waste
SWM	-	Solid Waste Management
WM	-	Waste Management
WMS	-	Waste Management Strategy
ZOIS	-	Public Institution for the Communal WM in Eastern Slavonia
JUSZH	-	Public Institution for the Communal and Non-hazardous Industrial Waste Management in NW Croatia

1. Executive Summary

Croatia has initiated negotiations for membership of the European Union (EU) and it is more than ever necessary for Croatia to demonstrate real progress in approximation of the EU legislation, not only in transposition of the Croatian legal framework, but also in the implementation on the ground and enforcement of law.

The waste management sector has been singled out by the European Commission as a sector where approximation to the requirements and practices of the EU would require special attention by the Government of Croatia. The Government of Croatia has worked intensively on improving the legal and planning framework for waste management (WM) and significant improvements have emerged:

- The Government of Croatia through the Ministry of Environmental Protection, Physical Planning and Construction (MEPPPC) has prepared a national waste management strategy (WMS) in 2005, which defines the strategic and planning framework for the waste management sector;
- The Croatian Fund for Environmental Protection and Energy Efficiency (FEPEE) is injecting funds into closure and remediation of existing inadequate waste landfills and investigative works for new waste utilisation, treatment and disposal facilities;
- Several counties of Croatia are in the process of establishing regional facilities for utilisation, treatment and disposal of waste (Regional Waste Management Centres -RWMCs) thereby meeting key EU requirements on the technical standards of waste management facilities.

Difficulties in establishing RWMCs is at the implementing level where the planning of RWMCs is delayed due to lack of:

- legal forms for establishing the necessary inter-municipal cooperation for future management of RWMCs
- agreement on RWMCs locations (in identifying and permitting of sites for RWMCs)
- human resources and expertise on how to establish and operate future RWMCs
- good feasibility studies to support decisions,
- financing obstacles namely lack of funds.

This project is focused on the continental part of Croatia, where local and regional authorities (municipalities, towns and counties) have already established inter-municipal public institutions for managing RWMCs. It aims to support further the development of the public institutions that will operate future RWMCs in North West Croatia and Eastern Slavonia.

The main project objectives are :

- Institutional strengthening of the public institutions in NW Croatia and Eastern Slavonia that will be able to establish and manage regional waste management centers.
- Raising public awareness on regional waste management centers
- Promotion of regional approach to waste management in Croatia

In line with the main goal of Croatian WMS, and that is development of infrastructure for an integrated waste management system, this Project plans to create conditions for an effective functioning of the system in two regions, and to prepare them for infrastructure financing,

2. Background Information

Croatia is an EU Candidate Country which started membership negotiations. At this stage the country has to move from the phase of transposition of the EU legislation to the implementation and enforcement of the law.

In the EU accession process, the waste management sector has been identified by the European Commission as a sector where special attention should be paid in relation to compliance with the regulations.

Current waste management status can be characterized as;

- Lacking accurate information about the quantity of waste produced and its further methods of treatment and disposal;
- Inadequate waste treatment methods;
- Lack of adequate waste management facilities (treatment, disposal);
- Difficulties in finding appropriate location for disposal sites (difficulties in obtaining approvals by local communities and permits by relevant authorities);
- High number of illegal landfills.

The current situation is mainly due to the non-enforcement of regulations and lack of financing.

While the EU accession is the main driver for changing the existing situation, changes will also effect positively the quality of life of citizens, attractiveness of Croatia as a tourist destination and an international image of the country based on well preserved environment and healthy food production.

Legal foundations for waste management are provided in the Law on Waste (Official Gazette No. 178/04), and Law on Environmental Protection (Official Gazette No.82/94, 128/99 that will be harmonized with EU *acquis communautaire* by the beginning 2007), and other laws and by-laws. The Ministry for Environmental Protection, Physical Planning and Construction (MoEPPPC) started developing implementation documents and conducts all other preparatory activities.

It was highlighted in the National Environmental Protection Strategy and the National Environmental Action Plan (NEAP) (Official Gazette No. 46/02) that waste management is the top national priority within environment sector. The Waste Management Strategy (WMS) for Croatia was adopted by the Parliament in 2005. This document presented options on how to organize future municipal waste management, harmonize legislation with EU directives and organize waste management in the country.

In the waste management system municipalities received the following responsibilities;

- adoption of waste management plans;
- implementation of municipal waste management;
- collection and delivery of data related to municipal waste;
- determination of landfill locations in development plans.

The responsibilities of municipalities are posing a significant challenge for them, mainly from the financial and administrative point of view. Therefore the Waste Management Strategy proposes to establish so called **Regional Waste Management Centers (RWMCs)** which will be responsible for development and financing of waste management facilities for larger groups of municipalities, on a county, or even wider regional level.

It is foreseen that the centres will contain general infrastructure and buildings to be able to gather, separate, reuse, recycle and treat waste management streams.

Table 1 *Planned establishment of regional waste management centers in Croatia*

Objectives	Year				
	2005.	2010.	2015.	2020.	2025.
Regional centres for waste management	0	1-2	2-3	3	4
County-level centres for waste management	0	3-7	7-10	10-14	14-21
Official landfills ¹	187	100	50	30	14-21
Percentage of remedied landfills (% of the number determined for 2000).	5	65	75	85	100

Source: Waste Management Strategy

There are also several ongoing assistance projects focusing on preparations for the establishment of RWMCs² therefore the project team will take a special attention to coordinating activities with other ongoing projects in order to maximise the results to be achieved.

An estimate of funding needed for the implementation of the Strategy, and the sources of financing for municipal waste management in the entire Croatian territory in 2005-2025 (without operating and maintenance costs) is € 2,262 million, out of which nearly one half is assigned to improvement/upgrade/extension of landfill sites, waste collection improvements, and regional waste management centers.

RWMCs will be financed from public revenues: national budget, Environmental Protection and Energy Efficiency Fund (EPEEF), County-level budgets, budgets of counties and municipalities, while other financing sources will be international financing institutions (IFIs), concessions, and other types of public-private partnerships (PPP), donations, etc.

Fund for Environmental Protection and Energy Efficiency has up to date supported remediation of around 170 out of 250 official landfills in Croatia. This is in line with the WMS strategy that proposes the number of landfills to be reduced to a maximum of 21 sites (one per each county), which should be co-located with regional waste management centers.

Based on the information provided above it can be summarized that:

¹ The following categories figuring in the *Updated Cadastre of Landfills in the Republic of Croatia* are included in the group of "official landfills": legal landfill sites, landfill sites awaiting legalisation, official landfills, accepted landfills.

² Capacity building for the identification of priority investment projects and their preparation and implementation at the state, county and local level is conducted through the REReP project Priority Environmental Investment Programme (PEIP), implemented by REC, and the CARDS 2004 project Further Support to the Approximation of Croatian Legislation with the Environmental Acquis the implementation of which will be started in 2006.

Technical assistance for approximation of EU waste management legislation was provided within the CARDS 2002 project "Strategy for EU environmental Law Approximation".

Waste management in the Counties of Sibenik-Knin and Zadar received comprehensive support from the CARDS 2001 Programme for investments as well as improvement in the regional planning framework and inter-municipal cooperation through the Project "Municipal Environmental Management Capacity and Infrastructure (MEMCI, 1.8 mil EUR)" in 2004-2005;

CARDS 2002 project "Waste management in Dalmatian Counties" (800.000 EUR) has the objective to contribute to development of RWMCs and inter-municipal cooperation in County Split-Dalmatia and County Dubrovnik-Neretva, as well as strengthening the capacities for development of project documents, like feasibility studies, waste management plans, and economic analysis. Further support to project developments is also provided for the Counties of Sibenik-Knin and Zadar, as the continuation of the MEMCI project.

The Project "Drava River basin - Water and Wastewater Management", INTERREG IIIB Project (Croatia, Austria, Hungary, 2.3 mill EUR), is intended to devise a new methodological approach for the development and implementation of environmental infrastructure, including waste management projects in 4 Croatian counties: Krapinsko-Zagorska, Varazdinska, Koprivnicko-Krizevacka and Osjecko-Baranjska.

An application for pre-accession financial support (ISPA) for construction of the RWMC "Bikarac" in the County of Sibenik-Knin was prepared, accepted by European Commission and contract was signed recently as the only waste management project under ISPA.

- national WMS is adopted, and Waste Management Plan is under development;
- main policy objectives are establishment of integrated regional/county waste management centers (max. 21), and closure and remediation of existing landfills;
- establishment of RWMCs corresponds to huge efforts to be invested into following issues:
 - operational (establishment of companies/institutions that will own and operate RWMCs, as well as education of RWMCs' staff);
 - technical (investment in comprehensive new infrastructure for collection, treatment and disposal of waste requires at the first place good project documentation, like feasibility studies, economic analysis, business plans, etc.);
 - financial (large amount of investment that has to be provided from national and international level).

Completed and on-going projects in Croatia only partly satisfy the needs for comprehensive support needed to RWMCs, therefore, assistance projects in any of these areas are highly needed.

3. Project Rationale

There is an on-going work on establishing RWMCs and implementing projects in relation to management of waste treatment facilities. At present only one of the centers (RWMC Sibensko-kninska County; Bikarac) has received funding for development of waste treatment infrastructure.

The work in other centers is focusing now on development of project documentation and organizational issues between inter-municipal companies and their founders (municipalities and counties).

The key challenges for the RWMCs are:

- To establish agreed inter-municipal cooperation and responsibilities;
- To identify and receive permits for locating infrastructure elements;
- To develop high quality feasibility studies;
- To access external sources of finance;
- To secure operation and maintenance costs.

It is foreseen that the project will assist two regional centers, namely North West Croatia and Eastern Slavonia.

It is foreseen for both RWMCs they would ensure regional compliance with the EU directives related to waste management and provide complex waste management solutions for the inhabitants. There is a need to develop sufficient infrastructure together with a complex waste collection system.

Box 1: Region of North West Croatia

The region covers territory of four counties, and it partially covers natural areas along the Drava River. The Regional Waste Management Center in NW Croatia would cover 570.000 citizens, and the envisaged location is in Piškornica in Koprivnički Ivanec and Gunjak in Sv. Ivan Zabno.

For the region NW Croatia, the Public Institution for the Communal and Non-hazardous Industrial Waste Management (**Javna ustanova za odlaganje komunalnog i neopasnog proizvodnog otpada - JUSZH**) is established by the agreement of 19 founders: Counties Krapinsko-zagorska, Varaždinska, Koprivničko-križevačka, Međimurska and the towns: Varaždin, Ivanec, Lepoglava, Ludbreg, Novi Marof, Varaždinske toplice, Đurđevac, Klanjec, Pregrada, Zlatar, Mursko Središće, Čakovec, Prelog, Zabok, Koprivnica.

At the moment the center is working with a very limited human resources capacity; director, advisor and one administrative person. There is the Expert Council which consists of representatives of counties, towns and local waste management collection companies. The expert council participates in the decision making process for the center.

The center benefited from the INTEREG project assistance. In the frame of this project the model of the financing, construction and operation of the regional center was developed. The project study identified possible elements of the first phase such as landfill site, sorting and storing of waste. The project team will take into account the results achieved in this project.

Box 2: Region of Eastern Slavonia

The region of Eastern Slavonia would cover 530,000 inhabitants.

The founders of the Public Institution for the Communal Waste Management in Eastern Slavonia (**Javna ustanova za zbrinjavanje komunalnog otpada Istočne Slavonije - ZOIS**) are the towns of Osijek, Vinkovci, Vukovar, Zupanja, and Beli Manastir that constitutes for approximately 60% of inhabitants. It is foreseen that ZOIS will cover the complete region of Osijek-Baranja and Vukovar-Srijem County in the future.

The Center has limited human resources at the moment; director and an administrative person. The Center is planning to establish relevant structures in towns, which should ensure successful project implementation.

The pre-feasibility study was developed for the establishment of RWMC in this region, and it showed that

quantities of waste are sufficient for its development. The RWMC will be built in phases, where the first phase concerns building of landfill, based upon concession, and other phases concerning the treatment of waste, i.e. the choice of technologies will be decided upon the final findings of quantity and quality of waste to be collected in the region. The location of RWMC is chosen and location permit for building the first phase facility, i.e. landfill is issued.

The current challenges to develop both regions as well as functioning, efficient, compliance and financially sustainable centers are:

- lack of human resources;
- lack of easily accessible expertise;
- difficulties in accessing financing sources;
- securing operation and maintenance;
- lack of communication with wider public regarding aims and objectives of centers;
- lack of internal communication between founders of the centers and;
- lack of an organizational model for public institutions such as regional centers, especially since similar structures are not yet developed in Croatia.

Therefore, this project will assist in overcoming selected challenges providing technical assistance in the area of institutional strengthening and capacity building of both institutions.

4. Project Goals and Objectives

The main project goal is to reduce the pollution of the environment resulting from improper management (or lack of management) of waste streams in two Croatian regions, North West Croatia and Eastern Slavonia, and through addressing is to improve the quality of life of citizens of both regions.

The main project goal will be achieved through providing assistance to the public institutions which in the future will operate regional waste management centers.

The specific objectives are:

- To strengthen public enterprises in NW Croatia and Eastern Slavonia that will be able to establish and manage regional waste management centers.
- To raise public awareness on regional waste management centers in both regions.
- To promote regional approach to waste management in Croatia.

These specific goals especially important from the point of view that:

Institutional strengthening is improving the capacity of the employees of public institutions, representatives of their founders (municipalities, counties) to understand and use the best available concepts for the management of RWMCs, in legal, operational and financing issues.

Raising public awareness on RWMCs means that the first step towards public is conducted in order to inform inhabitants about the concept and future functioning of RWMCs.

Promotion of regional approach implies the enhancement of cooperation between the two regions included in the Project, but also dissemination of results to other regions/counties/RWMCs in Croatia.

Risks and assumptions

The Project is implemented under the assumption that there will be sufficient political support from the local governments (municipalities and towns), as well as public willingness (general public, NGOs), to participate constructively in project activities.

The following risks, challenges and solutions may be envisaged:

- Municipalities may oppose the concept and solutions to RWMCs and participation in RWMCs; however this can be considered as the long-term problem, to which solution also this Project will contribute; in any case the Project will put maximum effort in objective and non-partisan explanation of benefits and drawbacks of current/future waste management problems to local stakeholders.
- In relation to the RWMCs, the public is guided by false information, political decisions, and/or personal interests, which may result in conflict situations. Public awareness is always at its greatest when there is a “threat” of waste facility in the local area. This can be expected especially in the vicinity of the location of future RWMCs. In this case, the Project, especially objective expert opinion may alleviate this problem.

5. Project Activities

5.1 Management Activities

5.1.1 Preparatory Activities

Project staff: PD, PM

Preparatory Activities i.e. Inception Phase will consist of:

- Introduction of the projects to the **public institutions JUSZH and ZOIS** that will operate RWMCs in order to present the project, discuss its **aims and objectives** and the current situation related to the RWMCs and agree on the workplan. One meeting for each RWMC is foreseen.
- Identification of **stakeholders**, i.e. development of database of contacts such as: county and municipalities representatives, NGOs, local waste collection companies, representatives of other projects and programs in Croatia that tackle WM, government bodies (Ministry of Environment Protection, Physical Planning and Construction, Environmental Protection and Energy Efficiency Fund). Identification of their role in the project.
- Developing ToRs for expertise needed and selection of **experts**: based on the project workplan, preparatory meetings, and situation in both public institutions at the start of the project, international and local experts will be selected for specific activities and tasks in the project.
- Meetings to introduce the project to municipalities in the region: at present there are **19 founders** (counties and municipalities) in North-West Croatia, while only 5 founders in Eastern Slavonia; so joint meetings for municipalities founders are planned in both centers.
- networking and **revison** of results of other projects/programs in Croatia tackling RWMCs (especially CARDS projects on waste management issues), meetings will be organised throughout the project with the donors and project implementing organisations in order to share experience on regional approach to WM; 4 meetings are envisaged
- gathering of **background information** about already existing studies/plans/ strategies for RWMCs in both regions
- developing **detailed work plan** based upon the findings on current conditions in both regions

5.1.2 Project Management

Project staff: PD, PM, FM, other local and international experts

- Regular **consultations** of project team (Project Director, Project manager, international and local experts working on specific issues), at least 10 consultations will be scheduled, i.e. meetings or phone conferences every 2 months
- **Communications** with beneficiaries, stakeholders and experts
- **Financial management** of the project budget

5.1.3 Reporting (Interim Report, Final Report)

Project staff: PD, PM, FM

The **Interim Report** will be issued 6 months after Start-up of the project, and will cover progress on activities foreseen in the project. The **Final Report** will be issued upon completion of all activities, i.e. 18 months after project Start-up.

Based on project development results, issuance of other reports will be considered, i.e. **Project Inception Report** (3 months after the project start-up), and/or **Annual Report**, 12 months after of start-up of project implementation.

5.1.4 Development of Project Promotional Materials

Project staff: PD, PM, short-term local experts

- Development of **Project Website**
- Information **Fact-sheet** at the beginning of Project (in English and Croatian)
- **Final Publication** (comprehensive report on lessons learnt that can be used both by RWMCs included in the project, as well as other RWMCs, in English and Croatian)

5.2 Technical Activities

5.2.1 Assessment of the Legal, Organizational and Financial Aspects of the Current Management of the two Public Institutions: JUSZH and ZOIS

Project staff: PD, PM, WM Organizations' expert (int.), WM, Financial and legal experts (local), short term international experts.

Part of the assessment of the current management will be done during the preparatory activities (meetings with towns and municipalities), but additional meetings should be conducted in order to collect sufficient data. These meetings will tackle the legal, organizational and financial conditions of operation of the public institution, eventual problems, and potential solutions.

This task will comprise of:

- Meetings in the public institution to collect the data
- Assessing the profile and operations of the public institution
- Meetings and consultations with other stakeholders (banks, municipalities, etc.)
- Development of assessment report
- Final revision and translation³ of document

5.2.2 Social Survey

Project staff: PD, PM, WM and Social experts (local), short term experts.

The Social Survey will reveal the familiarity of general public with the concepts of RWMCs, the satisfaction with the quality of waste management services, and needs for improvements, and most important, the willingness to pay for increased waste management services in the future.

The aspect of affordability and acceptability of increased waste charges within population of the region will be assessed in greater detail in order to assess revenue forecast and time the introduction of user charges. This task will comprise of:

- assessing the social profile of the region and identifying representative sample for the survey;
- development and pilot-testing of the questionnaire;
- carrying out the survey;
- analyzing survey results;
- development of the Social Survey Report with recommendations for action.

³ All main project documents to be later submitted to donor and beneficiaries will be developed both in Croatian and English languages.

5.2.3 Identification and Assessment of Investment Needs

Project staff: PD, PM, WM Organisations expert (international), WM and Financial expert (local). Other experts,

For both RWMCs there will be a need for additional sources of finance, both for the technical assistance and for the investment itself. Both RWMCs Projects have the potential to be involved in Croatian IPA strategy. In that case, they will need to build capacity for making the IPA application. They will also have to provide for co-financing, either from the own financial resources and from IFIs.

The identification of investment needs will be therefore the first element of project preparation for infrastructure financing. It is expected that the results of this project will contribute to institutional strengthening of the public institutions operating the RWMCs, and thus to success of the future IPA application.

As there are less technical documents and studies for East Slavonia, more time will be invested to propose possible alternatives to technologies/investments, conduct cost-benefit analysis and assess associated investment costs.

This task will comprise of:

- revision of the existing documents
- revision of the documents in terms of changed investment needs, or costs, etc.
- consultation meetings with the to public institutions operating the RWMCs, regional consultations with involved counties and municipalities, and other stakeholders
- final revision and translation of document

5.2.4 Designing a System of Functioning of the Public Institution from Legal, Organizational and Financial Point of View

Project staff: PD, PM, WM Organizations' expert (int.), WM, Financial and legal experts (local), and other short term experts.

Legal - recommending most appropriate form for the inter-municipal waste management organization (the organization is prescribed by Law, but not in a definite form, and different modes of operation are proposed at the moment in Croatia, such as limited liability company, or public institution).

Organizational – roles and responsibilities of future employees and stakeholders in the management of the public institution, ways of communication between them, especially between the public institutions and their founders, management systems, etc.

Financial – modes of cooperation with banks especially related to borrowing ability of the public institution (e.g. ability to have guarantees by founders), assessment of possible sources of finance, affordability issues etc.

This task will comprise of:

- development of document in the form of recommendation report for needed changes to efficiently develop, and operate the public institution
- consultation meetings with the public institution, regional consultations with involved counties and municipalities, and other stakeholders
- revision of document
- translation of document

5.3 Capacity Building Activities

5.3.1 Identifying Capacity Building Needs

Project staff: PD, PM, WM expert (local), short term experts

This task will identify the specific needs on education and training for the personnel of the public institution, representatives of municipalities and counties, waste collection companies. Also, the level of knowledge of the general public on the future RWMC will be assessed partly through the social survey, and will make the basis for the public awareness raising strategy and initiatives.

This task will comprise of:

- consultation meetings with the public institution, regional consultations with involved counties and municipalities, and other stakeholders;
- development of the capacity building action plan with the list of topics, target groups, and capacity building tools;
- development of guidelines for the public awareness raising campaign;

5.3.2 Study Tour to one of the EU Member States

Project staff: PD, PM, WM Organizations' expert (int.), WM expert (local), short term experts.

The NW Croatia and Eastern Slavonia lack the knowledge and experience in inter-municipal cooperation and operations of these institutions managing waste on a regional basis from the New Member States, which is likely to be transferable to Croatian conditions. Therefore, a study tour of maximum 5 working days plus the flights over the weekend days is proposed to Poland or alternatively, to Hungary. The proposed topic areas include, but are not limited to:

- Concepts and experiences in operating the inter-municipal WM organization in the country of visit (ownership structure, best practices, etc.);
- Models and experiences for PPP in WM;
- Models for remediation of small illegal landfills;
- Developing waste management infrastructure;
- Tariffs and charges to the population, tackling affordability problems;
- Project preparation and financing for infrastructure development;

This task will comprise of:

- selection of the target country and partners (municipalities, government bodies, inter-municipal organizations) to implement the study tour;
- organization of the tour (agenda, lecturers, accommodation, meals, transport);
- selection of participants (max 20);
- conducting the tour;
- study tour report.

5.3.3 Workshops for Representatives of the Municipalities/Counties in the Regions

Project staff: PD, PM, WM, Financial, Social and legal experts (local), international experts on specific topics

It is envisaged to have 2 workshops per region, one interim during the project, another at the end of the project. At least one workshop will include the site visit to the future location of the RWMCs, the reason being concrete explanation of the future works, building the trust in the construction of RWMCs; these

site visits may also correspond to locations of landfills in remediation (e.g. in NW Croatia, part of the future RWMCs is planned on remediated and extended landfill).

The workshops can also be divided upon the target group, i.e. the workshop for the local waste collection companies, and the workshop for the representatives of municipalities. The following workshop topics will be considered:

- Presentation of the Project and concept for RWMCs
The training elements of the workshops for municipalities which could be included, but will not be limited to the following long-term and strategic planning in waste management:
- integrated waste management models for municipalities/counties/region
- development of waste management plans
- waste management costs and financing
- public-private partnerships in waste management services

Training elements for the local collection companies could be directed towards waste management costs and revenues from the services, and best practices in waste collection, e.g.

- waste management costs and financing
- tariffs and tariff collection
- public awareness raising in waste management
- waste sorting and recycling
- optimization of waste collection schemes

This task will comprise of:

- selection of the target group (local government officials, local waste collection companies, NGOs, etc.);
- organization of the workshop (agenda, lecturers, meals, transport);
- invitation of participants (max 30);
- conducting the workshops;
- workshop report.

5.3.4 Public Awareness Raising

Project staff: PD, PM, WM, Social and Marketing experts (local)

The Project will act as the PR information center to the main project beneficiaries (public institutions), in order to increase the visibility of RWMCs development. Public awareness raising strategy will be developed after the social survey results are known. Some initial activities (i.e preparation of the press material for newspapers) will be developed within the project and published around each milestone event for the RWMCs, especially for the second workshops in the regions, when more thorough information will be available for communication to public.

This task will comprise of:

- selection of the target groups and tools to raise the awareness on the RWMCs and current Project
- development of information material (press releases, newspapers articles, etc.)
- development of PR Strategy during the Project and guidelines for future public awareness raising activities
- consultation with Project beneficiaries
- revision and translation of the PR Strategy

5.3.4 Final Conference on Practices of Managing RWMCs

Project staff: PD, PM, WM Organizations' expert (int.), WM, Financial, Social and legal experts (local), International experts.

Joint conference at the project end will be organized for two regions and stakeholders from other regions in Croatia in order to share experience on project.

This task will comprise of:

- organization of the conference (agenda, lecturers, meals, transport)
- invitation of participants (max 60)
- conducting the conference
- conference report

6. Project Implementation Schedule

Project duration: **12 months**

*Table 1: Project dynamic is included as **Annex 1***

7. Project Organization and Staffing

7.1 Project Organization

REC will be the main implementing organization of the project.

REC will provide a **Project Management Team** which will include, Project Director, Project Manager and National Strategic Coordinator.

Project Director will be responsible for the following:

management activities

- quality management of the project
- introduction of the project to beneficiaries (JUSZH, ZOIS) and stakeholders (municipalities, MoEPPPC, etc.)
- participation in development of ToRs and selection of experts
- revision of detailed work plan
- communication between the donor and REC Croatia
- content-wise input and revision of reports to the donor
- participation in development of project promotional materials

technical activities

- revision of the outlines and content for assessments and reports developed under project
- revision of the assessment report on operation of JUSZH and ZOIS
- revision of the social survey in two regions
- participation in identification and assessment of investment needs
- participation in designing the system of operations of JUSZH and ZOIS

capacity building activities

- identifying capacity building needs
- selection of the study tour location, partner organizations in the target country, and input into agenda development of study tour
- participation in agenda development for regional workshops and final conference
- input into strategy and deliverables for public awareness raising
- participation in regional workshops and final conference

Project Manager will be responsible for the following:

management activities

- introduction of the project to beneficiaries (JUSZH, ZOIS) and stakeholders (municipalities, MoEPPPC, etc.)
- development of ToRs and selection of experts
- compilation of stakeholders database and results of other RWMCs projects in Croatia
- developing detailed work plan
- organization of regular consultations of project team
- communication between the beneficiaries, experts, and REC Head Office
- reports to the donor
- participation in development of project promotional materials

technical activities

- design of outlines for all assessments and reports under project
- revision of the assessment report on operation of JUSZH and ZOIS
- revision of the social survey in two regions
- revision of the report on identification and assessment of investment needs

- participation in consultation meetings for revision of recommendation report on the system of operations of JUSZH and ZOIS

capacity building activities

- identifying capacity building needs
- organization and participation in the study tour
- participation in agenda development for regional workshops and final conference
- input into strategy and deliverables for public awareness raising
- participation in regional workshops and final conference

National Strategic Coordinator will be responsible for strategic advise during the project (content wise and organization-wise), participation in the preparatory activities (introduction of the project to beneficiaries and stakeholders), and participation in regional workshops and final conference.

Support staff to the project management team will include **Project Officer** in REC Croatia, responsible for:

- logistic organization of workshops and final conference
- support to meetings organization and study tour organization
- administration of databases
- editing and layout of project deliverables

and **Finance Manager**

- payments to external experts and tracking expenditures for direct Project costs
- reporting to the REC Head Office

Specific inputs will be delivered by **experts**.

International waste management organizations expert will be responsible for:

- assessment of operations of JUSZH and ZOIS
- identification and assessment of investment needs
- participation in development of recommendation report on the system of operations of JUSZH and ZOIS
- participation in the study tour (as trainer; if from the country which will be visited)
- participation at the final conference (as lecturer)

Other **short-term international experts** will be responsible for:

- input into social survey
- identification and assessment of investment needs
- participation in development of recommendation report on the system of operations of JUSZH and ZOIS
- participation in the study tour (as trainers; if from the country which will be visited)
- participation at the regional workshops (as lecturers)

Short term local experts will be responsible for:

Waste management expert

- participation in introductory meetings with beneficiaries and stakeholders, and revision of results of other RWMCs projects in Croatia
- assessment of operations of JUSZH and ZOIS
- input into social survey
- identification and assessment of investment needs
- participation in development of recommendation report on the system of operations of JUSZH and ZOIS
- identifying capacity building needs
- development of strategy and deliverables for public awareness raising

- participation in agenda development for regional workshops and final conference
- participation at the regional workshops and final conference (as lecturer)

Financial expert

- assessment of financial operations of JUSZH and ZOIS
- identification and assessment of investment needs
- participation in development of recommendation report on the financial system of operations of JUSZH and ZOIS
- participation at the regional workshops and final conference (as lecturer)

Legal expert

- assessment of legally binding operations of JUSZH and ZOIS
- participation in development of recommendation report on the system of legally binding operations of JUSZH and ZOIS
- participation at the regional workshops and final conference (as lecturer)

Sociologist

- development of social profile, questionnaire, and survey analysis for both regions
- input into strategy for public awareness raising
- participation at the final conference (as lecturer)

Marketing expert

- participation in development of project promotional materials
- input into strategy and deliverables for public awareness raising

Other **short-term local experts** will participate in technical activities as legal, technical and financial advisors, as well as in regional workshops and final conference.

There will be a number of **project stakeholders** in the project (municipalities, counties, relevant government bodies like MoEPPP, FEPEE, local waste collection companies).

Project beneficiaries are:

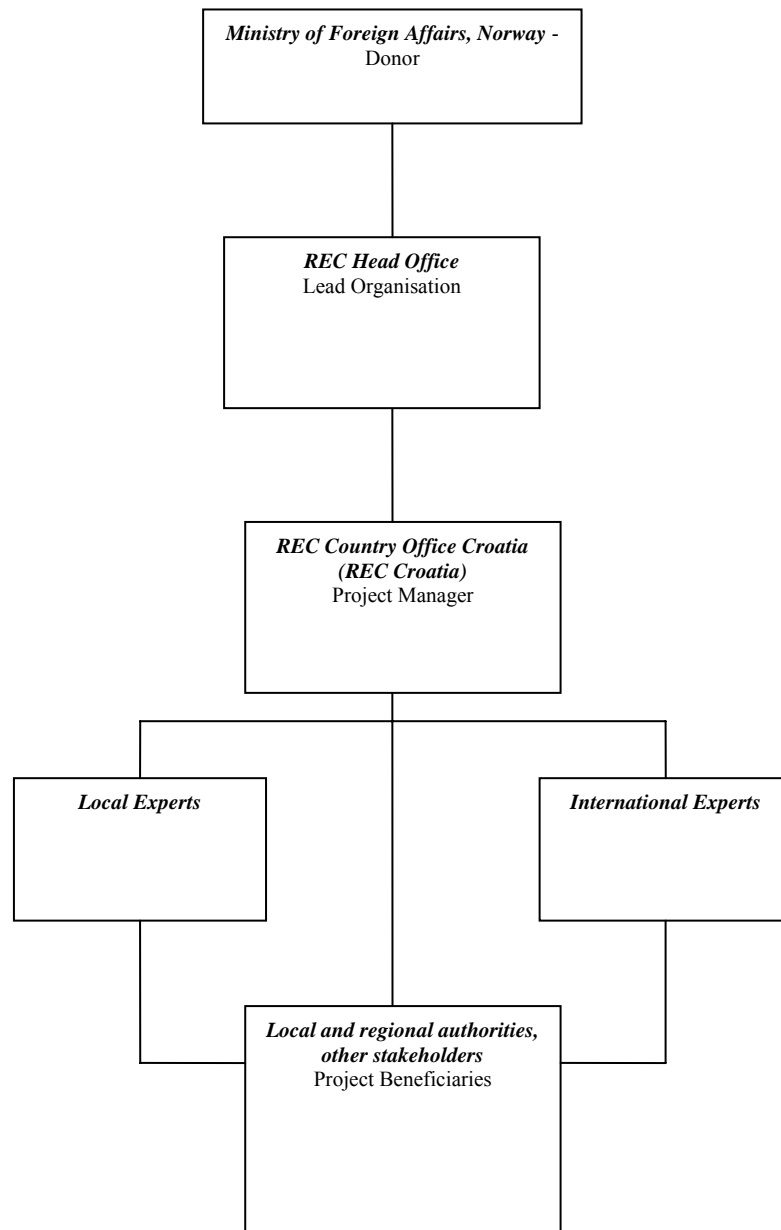
Public institution for disposal of municipal and non-hazardous industrial waste of NW Croatia (JUSZH)
 Ulica A. Nemčića 5, 48000 Koprivnica
 Phones +385 1 3783 936, Fax. +385 1 3783 960
 Contact person: Mr. Nedo Cepic, Director
 e-mail: nedo.cepic@ws.mmtpr.hr

Public institution for managing of municipal waste of Eastern Slavonia (ZOIS)
 Europska avenija 4, 31000 Osijek
 Phones. +385 31 213 804, Fax. +385 31 213 805
 Contact person: Mr. Ivan Domanovac, Director
 e-mail: zois@os.t-com.hr

Project beneficiaries will be responsible for:

- communicating their needs to Project team
- enabling access to information on current status of operations of JUSZH and ZOIS
- providing insight into already developed documents for two RWMCs
- liaison between REC Croatia and local/regional stakeholders
- participation in Project events (meetings, workshops, study tour, final conference)
- timely evaluation of the Project deliverables (reports, surveys, promotional material, etc.)

Figure 1. Project organisation



7.2 REC Project Staffing

Joanna Fiedler will be the **Project Director**. She is an environmental specialist who graduated in Poland. She specializes in environmental financing and environmental management. She works as senior project manager and topic area leader for environmental financing and economic instruments at REC since 2002. Her focus is on implementation issues of the environmental, investment-heavy directives, absorption capacities of the EU funds and innovative environmental financing mechanisms. She provides strategic advice to the ministries of environment in South Eastern Europe (SEE) on identification, prioritization and preparation of environmental investment infrastructure projects. In 2002 she developed the Priority Environmental Investment Programme for SEE, of which she is the manager. She is the author of the books *Developing a Priority Environmental Investment Programme for South Eastern Europe* (2003) and *Targeting the Environmental Investment Challenge in South Eastern Europe* (2005).

Prior to joining the REC in 2002, Joanna was a researcher at ECOTEC Research and Consulting Limited (UK). She played a major role in the EU's PEPA (Priority Environmental Projects for Accession) programme. She also made a major contribution to a key study for DG ENV on the benefits of compliance with the environmental acquis for the Candidate Countries, in which she was responsible for preparing reviews on waste management for all the countries.

Zeljka Medven will be the **Project Manager**. She is a chemist with a Masters degree in environmental risk assessment, and she has been involved in environmental activities in the country and the South Eastern Europe region since 1993. This involvement includes designing and implementation of environmental policies and projects aimed at strengthening environmental enforcement in government and industry, business grants administering and monitoring, capacity building, project management, etc.

In the last 4 years she has coordinated a number of capacity building projects for industries and local governments in Croatia, focused on cleaner production and energy efficiency for public and private sector, business planning for energy efficiency (cooperation with a Norwegian partner, Energy Saving International - ENSI), sustainable development in local communities, and participates in CARDS 2002 project "Waste Management in Dalmatian Counties", as the public awareness raising expert on waste management issues. In Sep 2006 she also participated in three-week advanced waste management training in Sweden (financed by SIDA).

Irena Brnada will be the **National Strategic Coordinator**. She is the Director of the REC Country Office Croatia, with eight years of experience in environmental sector, in particular in public administration and environmental education issues, as well as in establishing dialogue with neighboring countries. Within her previous 5-year engagement at the Ministry of Environmental Protection and Physical Planning of Croatia she was involved in activities related to economic instruments in environment and environmental information. With the REC Croatia she is now focused on facilitating stakeholder cooperation and access to information related to regional and national environmental issues; as well as coordinating implementation of projects in areas of NGO, governmental and industry capacity building in the field of environmental management; legal advocacy; public participation in environmental assessment procedures, and CARDS projects related to waste and water sector.

Her most recent relevant experience involves management of the national component of several regional projects since 2000, particularly related to assistance to countries of South Eastern Europe (SEE) in the framework of Stability Pact, and communication and administration within CARDS national projects in waste and water sector.

Eniko Artim will be a **short term expert**. She is an ecologist and environmental manager who has graduated in Hungary and the Netherlands. At REC she is a project manager and a junior environmental expert in the environmental financing team. She is responsible for managing international projects related to the use of EU funds for environment and implementation of EU waste directives. Currently she is managing projects on reviewing the implementation of WEEE and RoHS Directives in CEE. Since 2004 she has been involved in the Priority Environmental Investment Programme for South Eastern Europe which targets environmental investment project preparation in the waste and water sectors in SEE. She was responsible for developing a guideline document on financing options for environmental infrastructure projects in waste and water sectors in South Eastern Europe and co-author of reports on use of Cohesion and Structural Funds for environmental projects in EU 25. Prior to joining the REC, Eniko worked as a research assistant at Vrije University, Institute for Environmental Studies, on analyzing collective solid waste management systems in terms of economic efficiency and environmental effectiveness in EU Member States. Eniko has experience in policy evaluation and has an extensive knowledge in EU environmental legislation.

Venelina Varbova will be a **short term expert**. She is managing at REC a project on environmental planning and investment on the cross border sites in the SEE region. She has knowledge of tools of identifying, formulating and managing environmental infrastructure projects as well as developing feasibility studies.

Dusan Sevic will be a **short term expert**. He has BEng in Water Management in Agriculture with a thesis in river water quality from the University of Novi Sad, Serbia, and MSc in Pollution and Environmental Control from the University of Manchester UK. His professional experience includes environmental impact assessment (EIA) including ground water pollution issues, as well as EIA quality reviewing (QR) including extractive industry waste issues. He is member of the International Association for Impact Assessment (IAIA). At the REC he is a project officer in the environmental financing team. His work on the Priority Environmental Investment Programme for South Eastern Europe (PEIP) project included baseline data collection in relation to regional and municipal waste landfill closure/rehabilitation/construction projects.

Other experts will be identified in the inception phase of the project.

7.3 Regional Environmental Center for Central and Eastern Europe

The Regional Environmental Center for Central and Eastern Europe (REC) is a non-partisan, non-advocacy, not-for-profit international organisation with a mission to assist in solving environmental problems in Central and Eastern Europe (CEE). The center fulfils this mission by promoting cooperation among non-governmental organisations, governments, businesses and other environmental stakeholders, and by supporting the free exchange of information and public participation in environmental decision-making.

The REC was established in 1990 by the United States, the European Commission and Hungary. Today, the REC is legally based on a charter signed by the governments of 28 countries and the European Commission, and on an international agreement with the government of Hungary. The REC has its head office in Szentendre, Hungary, and country offices and field offices in 17 beneficiary countries which are: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, the Czech Republic, Estonia, Hungary, Latvia, Lithuania, the FYR of Macedonia, Montenegro, Poland, Romania, Serbia, Slovakia, Slovenia and Turkey.

The Environmental Financing Team of the REC provides technical assistance for strategic environmental investment planning for decision makers; identification and prioritization of environmental investment projects; providing assistance in response to financial implications of EU directives (targeting investment challenges linked to implementing key-investment-heavy directives); environmental investment project formulation for Ministries of Environment and project proponents; design and improvement of financial mechanisms (environmental funds, economic instruments); and mapping out environmental business opportunities. Key stakeholders include: Ministries of Environment; other ministries with environmental responsibilities; local self governments and public companies; international financing institutions; and project proponents from industries. Geographical scope of the activities covers the area of South Eastern Europe, Central Eastern Europe and Western Europe.

The Environmental Financing Team implements several projects in South Eastern Europe targeting the environmental investment challenge. This area of work relates to environmental investment projects development, in particular in waste and water sectors. Key activities include the identification and prioritization of investment infrastructure projects in line with EU requirements and the development of environmental infrastructure project concepts. Furthermore, the Team provides assistance for formulation of environmental problems into bankable investment project proposals; facilitates dialogue between project proponents and financing organisations; and facilitates exchanges of expertise between environmental financing experts from SEE and other European countries. During implementation of projects, the Team strives to keep a regional approach, ensure a multi-stakeholder participation, and develop cooperation with projects and initiatives of similar goals; in this way project results can be optimized. The Environmental Financing Team is also engaged in capacity building activities related to the use of economic instruments, mobilisation of financial resources and increased absorption capacity. In addition, the Team assists New EU Member States to better understand the environmental aspects of key EU funds' policies and strategies. The Team prepares performance reviews of environmental funds and other environmental financing instruments, assisting in starting up environmental funds with capacity building activities as well as treks and analyses environmental financing trends in Europe. Furthermore the Team manages the European Network of Environmental Funds and State Aid Agencies.

The REC Country Office Croatia was established in 1993, focusing on areas of environmental information dissemination; capacity building; and networking among various stakeholder groups. The office includes staff with considerable experience in capacity building for local and regional authorities, industry, government and NGOs, strategic environmental assessment, public participation etc., and maintains daily cooperation with its network of local experts - individuals, domestic and foreign companies, academic and governmental institutions, and NGOs. In the period since 1999, the Croatian office was actively involved in the implementation of several national capacity building projects specifically local and regional authorities, in particular, the CARDS 2002 Project "Waste management in Dalmatian counties"; project tackling development of Local Agenda 21 process "Our Community, Our Future - Promoting Sustainable development of Local Communities in Croatia", and "Financial engineering for energy efficiency projects" (funded by the Norwegian MoFA and implemented with the Norwegian partner company, ENSI).

8. Results and Deliverables

Results and deliverables are listed below, according to the workplan for activities:

8.1. Preparatory activities

8.1.1. Database of stakeholders, ToRs, contracts with experts, detailed workplan

These deliverables are essential part of detailed project planning; comprehensive workplan will results from the current status in the regions, it will serve to identify needed changes in project tasks and responsibilities, and will facilitate project management.

ToR will be developed for each expert position in the Project, in order to enable optimum use of financial resources and facilitate choice of expertise. Contracts with experts will facilitate project implementation in line with the experts's responsibilities and schedule.

8.1.2. Reports (interim, final, other reports upon need and request from donor)

Reports will be issues as usual part of communication with the donor, but also with other interested stakeholders (e.g. MoEPPPC)

8.2. Technical activities

8.2.1. Assessment Report for both regions

The report is an essential part of initial activities and it will give the insight into details of current legal, operational and financial set-up of both public institutions, and will be used as baseline for recommending improvements.

8.2.2. Social Survey for both regions

Surveys will assist in planning the revenues, and financial operations of RWMCs.

8.2.3. Assessment of investment costs for RWMCs in both regions

It is important as part of the Project promotion to future donors, and planning of financial operations of RWMCs.

8.2.4. Recommendation report for operation of the public institutions in both regions

It will be used as the role model, not only for these two regions, but can be replicated in other regions in Croatia as well.

8.3. Capacity building activities

8.3.1. Capacity building action plan, guidelines for PA campaigns

It will give insight into topic areas, target groups, tools and methods to be used in capacity building activities.

8.3.2. Study tour materials and reports

This is an essential part of capacity building activities with transfer of best practices from New EU Member States, and discussions on challenges and solutions to integrated regional waste management issues.

8.3.3. Workshops presentations and reports

These are aimed at educating local waste collection companies and municipalities/counties (founders of RWMCs) on strategic and long-term integrated waste management issues, such as technical ones (e.g. selection of waste management infrastructure and facilities), financial ones (investment costs and financing, cost-benefit analysis, affordability and willingness to pay of the local community), and educational (public awareness raising in waste management).

8.3.4. Public awareness raising strategy, information material

This will be first and important step in explaining and communication the RWMCs concept and solutions to the public.

8.3.5. Conference presentations and reports

The results obtained through the project will be discussed within regions, between two regions, and with other regions/counties in Croatia, in order to support exchange of information and inter-municipal cooperation.

8.3.6. Project web site, final publication (leaflet)

These deliverables will be used for communication to stakeholders, and for promotion and increasing visibility of the Project.

9. Project Sustainability and Follow-up

Project results, as discussed and evaluated by multitude of stakeholders in two regions (municipalities, counties, public institutions, general public) will be disseminated to other regions/counties as recommendations/pilot models for replication.

The RWMCs are the essential conceptual part of the WMS, with the concrete timeline for their establishment (table 1). Two regions included in the Project are ahead of most other regions/counties in Croatia, and it is only a question of time when they will be completely implemented. Both projects will need significant amount of finance to implement waste management infrastructure, either through own resources (budgets of towns/municipalities, RWMCs revenues) national sources (FEPEE) and/or international donations (IPA) and loans (IFIs). Therefore the Project is regarded as technical support for future financing and operations of both centers.

10. Financial Plan

Budget requested from the donor: 350,000 euros

Budget item	Amount [EUR]
Human resources	214.300
Travel	76.650
Events (study tour, meetings, workshops)	29.950
Communication	7.500
Publishing	10.000
Other costs	11.600
Total investment	350.000