



My wife Yuri and I are going to make a presentation in Tokyo (+ live video broadcasting in Nagoya) on July 16<sup>th</sup> Saturday and talk about our nine-year experiences in Rwanda. The session will be held only in Japanese but if you are interested in it, please come and join. The meeting details are available as follows (my apology for this very late announcement):

<https://www.facebook.com/events/267938193540184/>

## <Retrospect of the waste management project 4>

(Continued from the Monthly Rwanda vol.66, 67&69)

The waste management program I designed at UNDP Rwanda was entitled the 'Consolidated Waste Management Project in Rwanda' (I don't remember why I did not use the word 'program' instead of 'project' while the whole components were set as a program (ref: Monthly Rwanda vol.69)). Originally, my contract at UNDP Rwanda was for two years until March 2009 and it was extended for additional six months to September 2009. As the program period was designed for three years and the program was just approved in April 2009, my contract extension until September was quite insufficient to supervise its implementation. However, typical UNDP's job rotation was two to three years at that time, so there was no chance to stay in Rwanda and continue my involvement with the program implementation as a UNDP staff member.

Because of this reason, I proposed a position called the 'International Project Coordinator' in the program and tried to obtain the position by myself through an open recruitment process. Then, my intention was to leave Rwanda immediately once I found that I won't be selected for the position. Also, as I was very keen on training a young Rwandan colleague to become a waste management expert, I set up one position called the National Project Associate by saying, '... during the project implementation, technical expertise of the project coordinator will be handed over to this project associate to realize national ownership. With this regard, the project associate is expected to play the role of the project coordinator at the end of this project' (p.13 of the signed project document).

However, although the recruitment process of the International Project Coordinator was approved even by UNDP's HQ in New York, it was never completed by UNDP Rwanda. Moreover, the cancellation was never officially announced (according to various sources of information, it seems that the recruitment procedure was intentionally suspended by UNDP Rwanda after my leave from the office, which I still don't figure out why). One UNDP Rwanda ex-colleague later mentioned that it was the Government of Rwanda's policy to only allow national project coordinators, but I still believe that national staff capacity was not sufficient at the beginning of the program. Also, the above my intention to hand over necessary skills from the International Project Coordinator to the National Project Associate was clearly illustrated in the project document, which was discussed at the stakeholders' meeting and approved and signed by relating Rwandan Government's ministers and UNDP Rwanda's Country Director.

What happened in reality was that while I waited for the recruitment process, I kept visiting Nyanza landfill even as a volunteer almost everyday and continued to provide advice on how to conduct the site's daily management to field national staff. That voluntary involvement to Nyanza landfill continued until Nyanza landfill's closure mostly completed in 2013 (I provided a technical design of the site closure based on the Fukuoka Method, which was applied for the first time in Africa).

At the same time, as another component of the program, I supported a pre-EIA (Environmental Impact Assessment) procedure to construct a new modern sanitary landfill at a different site in Kigali. Together with relating government staff, I visited a few potential sites and recommended the best site by checking several aspects such as a flood risk of the site (by researching historical water levels of the nearby river).

Government of Rwanda	United Nations Development Programme
Country: Rwanda	Project Document
Project Title	Consolidated Waste Management Project in Rwanda
UNDAF Outcome(s):	Outcome 2: Capacity at national, district and community levels to restore and protect ecosystems of national and global importance against potential degradation strengthened
UNDAF Output(s):	Output 2.3: Technical and operational capacity of districts for the management of wastes and containers developed
Expected Output(s):	1) Condition of Kigali Landfill site improved 2) Method of high briquettes production realized 3) Action plans and institutional framework for national-level waste management in Rwanda established
Executing Entity:	Kigali City and MININFRA
Implementing Agencies:	UNDP
Brief Description Considering the fact that Rwanda does not yet have a comprehensive Waste Management Framework and not always conducting proper waste management practices, this project aims to develop the framework and related infrastructure to make the waste management society and environmentally more sustainable.	
More specifically, the project will implement the following four components: 1) Conduct a feasibility study on Fukuoka Method for the current Kigali Landfill Facility. 2) Support IRST to produce high quality combustible briquettes for contribution to both reduction of organic waste discharge to landfill sites and avoidance of in-house air pollution. 3) Establish waste management national and local action plans in addition to creating institutional framework to make it possible for all the stakeholders to get and work together. 4) Construct improved Kigali Landfill Facility.	
Programs Period:	2009-2012
Key Result Area (Strategic Plan):	Env.&Nat.Dev.
Alert Award ID:	
Start date:	01-2009
End Date:	01-2012
PAC Meeting Date:	
Management Arrangements:	NEW
Total resources required:	US\$3,150,000
Total allocated resources:	US\$3,100,000
Regular:	US\$2,500,000
Other:	US\$600,000
One Fund:	
Donor:	
Unfunded budget:	
Contributions:	US\$50,000 (Gift)
Agreed by (Executing Entity):	Eng. Albert Buhayemuramba, Minister of State in Charge of Solid Waste and Water in MININFRA
Agreed by (Government):	Mr. James Musinguzi, Minister of Finance and Economic Planning (MINICORE)
Agreed by (UNDP):	Mr. Anthony Chama, Country Director

Front page of the signed project document  
署名された事業計画書



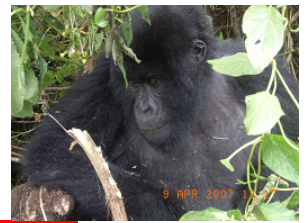
Nyanza landfill in 2009 at the beginning of the program implementation

事業開始当初の2009年のニャンザ処分場



Manual work of putting off fire at Nyanza landfill in December 2009

2009年12月のニャンザ処分場での手作業での消火



妻の優理と私で、7月16日(土)に東京において、ルワンダの9年間の経験について講演をします(+名古屋で生中継されます)。講演は日本語のみですが、もし興味がありましたらご参加ください。会議の詳細はこちらです(お知らせが大変遅くなり恐縮です)。

<https://www.facebook.com/events/267938193540184/>

## <廃棄物事業を振り返って4>

(マンスリー・ルワンダ第66、67&69版の続き)

UNDPルワンダ事務所で私が企画した廃棄物管理プログラムは「ルワンダ廃棄物包括管理プロジェクト」と命名されました(中身がプログラムとして組まれたのに(マンスリー・ルワンダ第69版参照)、何故「プログラム」の代わりに「プロジェクト」という言葉を用いたのかは覚えていません)。元々UNDPルワンダ事務所での私の契約は2009年3月までの2年間で、半年延長されて2009年9月までとなりました。プログラム実施期間が3年で、プログラムが承認されたのがようやく2009年4月ですから、プログラム執行の面倒をみるには9月までの延長では全く十分ではありませんでした。しかし、典型的なUNDPの異動の周期は当時2~3年で、ルワンダに留まってUNDPの職員として事業執行に携わり続けるのは不可能でした。

そういう事情から、プログラム中に「外人の事業統括官」という役職を設定し、公募選考手続の中でその役に自分が選ばれるように努力をしました。そして、もし選ばれなければすぐにルワンダを去るつもりでした。また、ルワンダ人の若手の同僚を廃棄物管理の専門家として養成することを非常に重要視していたので、ルワンダ人の事業補佐員という役職を設け、「…事業執行期間中に、事業統括官の専門的知見をこの事業補佐員に引き継いで、ルワンダ人のオーナーシップを実現する。この点から、事業補佐員は事業の終了時には事業統括官としての役割を担っていることが期待される」としました(署名された事業計画書の13ページ)。

しかし、外人の事業統括官の採用手続についてはニューヨークにあるUNDPの本部からも了承を得ていたのですが、UNDPルワンダ事務所で採用手続が完了することはありませんでした。さらに言えば、採用が中止になったことは一度も公的に示されませんでした(様々な情報を踏まえると、採用手続は私が事務所を去った後で意図的に中断されたようなのですが、その理由は今でも分かりません)。UNDPルワンダ事務所の元の同僚曰く、事業統括官はルワンダ人とするのがルワンダ政府の方針だということでしたが、本事業実施の初期段階でのルワンダ人職員の能力は不十分であったと今でも考えています。また、外人の事業統括官からルワンダ人の事業補佐員に必要な知見を引き継ぐという先述の私の意図は事業計画書に明確に書いてありましたが、その点は関係者会議で議論して、ルワンダ政府の関係大臣とUNDPルワンダ事務所の国代表によって了承され、事業計画書に署名もされていました。

実際に何が起こったかという、採用手続を待つ間、私はニャンザ廃棄物最終処分場を、ボランティアという立場であってもほぼ毎日訪問し続け、現場のルワンダ人の職員に日々の処分場の管理方法について助言を与え続けました。ニャンザ処分場におけるこの無料奉仕は2013年にはほぼ完了したニャンザ処分場の閉鎖まで続けました(福岡方式に基づく施設閉鎖に関する技術的なデザインは私が示して、アフリカ初の適用例となりました)。

同時に、プログラムのもう1つの中身として、新しく近代的な衛生埋立地をキガリの別の場所に建設するための環境影響評価(EIA)の前段階の手続を支援しました。政府の関係職員とともに、見込みのありそうな建設予定地をいくつか訪れ、その土地の洪水の危険(近隣の河川の水位の歴史的記録を調査することで分析)といったいくつかの点を考慮した上で、最も適切な場所を推薦しました。

Life in Japan is much busier than expected and recently there was his first sports day at Shota's kindergarten

日本の生活は思った以上に忙しく、先日は翔太の幼稚園で生まれて初めての運動会がありました



Installation of a gas ventilation system at Nyanza landfill based on the Fukuoka Method with an expert group from Fukuoka University in Japan (July 2009)

日本の福岡大学の専門家グループと実施した、ニャンザ処分場での福岡方式に基づいたガス抜き管の設置(2009年7月)



First soil coverage at Nyanza landfill (July 2010)

ニャンザ処分場での最初の覆土(2010年7月)



Nyanza landfill after its final closure by following the Fukuoka Method (August 2013)

福岡方式に沿った最終閉鎖後のニャンザ処分場(2013年8月)