

Mbenyokono Foundation (The Gambia)
Stichting Mbenyokono (Nederland)
Recycling Project Serrekunda, The Gambia



Creation date:	08-04-2016
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File Name:	Project Plan PRS
Created:	05-05-2016

Project plan PRS version 1.4

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1. Introduction

Waste is an environmental problem with opportunities. Plastic as raw material is a good product to market or to reuse, metals are a valuable commodity. Cost effective plastic collection as raw material depends on the available quantity and the cost of collection. The conditions for a successful recycling company are evident in The Gambia and this project plan explains how we want to achieve this together with the Government and residents of KMC.

With this project, we want to ensure that there is less (plastic) litter on streets, a contribution to employment is made and that a successful recycle company can be set up.

In addition we want to set an example with this project, for other regions and districts in the Gambia (West-Africa).

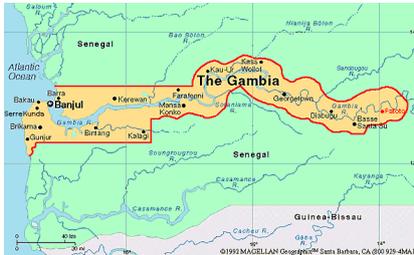
It is our intention to organize these activities together with local partners, financial surplus is used for environmental education and projects in health care. Part of the revenue will be set aside to ensure that after three years the Mbenyokono Foundation has the means to pursue its long-term objectives in other places.

We want to raise funds for the first two stages of the project, preparation and kick-off.

Building classroom	€ 9500, -
Training ' scavengers ' to employees	€ 7200,-
Construction of the roof to the machines	€ 8500,-
Purchase and transport machines	€ 17500, -
Construction of Office and canteen/kitchen	€ 9500,-

We estimate the costs of these stages to be € 55000, - spread over four steps in two years.
(financial details can be found in annex 1: project budget)

2. Background, Motive, Objective



Kanifing is one of eight Local Government Areas in the Gambia. The municipality has the largest population of the administrative districts in Gambia, and lies immediately west of the City of Banjul. It includes Serrekunda, the largest urban area in the Gambia, as well as the Atlantic coastal resorts in which most of the region's hotels are to be found.

Background;

Gambia is a small and narrow country whose borders follow the river Gambia. The Gambia is less than 50 km wide at its widest point and at most 250 km long. With a total area of 11,295 km². About 1,300 km² (11, 5%) of the Gambia's area is covered with water. The country is completely surrounded by Senegal and is the smallest country in Africa; the current borders were established in 1889 following an agreement between the United Kingdom and France. This resulted in a series of straight lines and gave the British control over areas approximately 16 km North and South of the river Gambia. The country has because of its beautiful nature also an important attraction on tourists. About 1.5 million people live here.

Motive;

In this attractive environment, in the absence of sewerage and waste management systems, you encounter just like everywhere in the Gambia, plastic (bags, bottles, packaging material, etc.): in the streets, in the squares, in the ocean, on the beaches, in the bush, scattered among trees and shrubs, on massive rubbish dumps. This omnipresent plastic waste poses a serious environmental problem. It threatens the health of people, animals, birds, fish and plants and with it the tourist attraction of the region.

Challenge;

In the Gambia various initiatives have been undertaken, with environmental and socio-economic motives, to address this problem; like Set Setal, every 2 weeks the waste is brought to the main roads and retrieved by the municipality. The plastic is currently being collected on dump sites and sometimes burned. Awareness-raising campaigns, not to throw plastics on the streets, are organized.

Project Partner;

One is not satisfied with the solutions because harmful substances in the air and remnants cannot be removed. The district of KMC hopes, therefore, to be able to find a sustainable solution, not only for Serrekunda but for the whole of the Gambia. One does not have the knowledge and financial capacity to establish a cost-effective recycling system. A system, which not only benefits the environment, but also on a socio-economic level has the opportunity to reduce poverty. For the solution of this problem, the KMC approached Stichting Mbenyokono. They would like us to help setting up a sister organisation "Mbenyokono Foundation" in the Gambia to organize recycling.

3. Target

The objective is to prevent the spread of plastic waste in the region. Recycle waste to contribute to the sustainability of the local economy. To fight unemployment and alleviate poverty.

Baboucarr Ceesay got to know Stichting Mbenyokono in The Netherlands, from our project in Casamance and he was immediately interested in a similar project in the Gambia.

After we came into contact with some representatives of KMC, Stichting Mbenyokono was asked to assist in setting up a regional operating 'plastic' recycling company that acquires materials from 'scavengers', the Government and commercial enterprises alike.

From this objective for the plastic recycling project the following sub-objectives derived:

- Reduction environmental pollution;
- Creating a cleaner living environment;
- Increase revenue and improve the prosperity of the local population;
- Job creation;
- Enhance the sustainability of the local economy;
- Encourage/support local entrepreneurship;

4. Expected Results

This project of Stichting Mbenyokono aims to create a recycling organisation in Serrekunda/KMC. We distinguish the following stages: preparation, kick-off, consolidation, transfer.

Preparation:

This preparation phase includes establishing a project team, writing the project plan. It requires some reconnaissance trips to view the challenges ourselves and to get acquainted with the project partners.

Kick-off:

During the kick-off phase, we assist the project partners in setting up an NGO for recycling activities. This NGO will initially sell the collected raw materials and use the revenue to pay collectors (scavengers) per kilo and pay employees a salary.

Consolidation:

In this period the Organization will stand on its own two feet. In particular, this means that the staff is trained and turnover is sufficiently stable. Turnover needs to be at least break-even. Surplus in revenue will be used for environmental education and supporting projects in health care.

Transfer:

This phase is speculative. Realization is depending on the circumstances and and we need to review how this can be achieved. The goal is that a company is established by local entrepreneurs who continue the activities of the Stichting/Foundation. This so Stichting/Foundation Mbenyokono can focus on other regions.

The project will achieve the following results:

- A location. - Where materials are collected, sorted and prepared for sale.

- Educated staff. - Employees get training in the sorting, washing, grinding and packaging of plastics and other materials.

- Awareness. - Together with project partners we are going to explain the benefits (financial and environmental) of recycling to local residents.

- Network. - Recycling gets embedded in the local governing structure.

- Collection. - We start a network or local collection points.

- Outlet. - In addition to the international market, contacts with local/regional producers are established for the sale of raw materials.

5. Limitation

The Organization will start with sorting, grinding and pressing raw materials for sale. Once this turns into a profitable situation (a finished consolidation phase) a decision needs to be made to diversify or transfer the Organisation (to local partners or investors).

The Stichting Mbenyokono will move on to achieve its objectives in other ways and places. Other ways and places could mean that:

- In similar projects are started in other locations (expand capacity).

- The raw materials are to be (further) reprocessed (expand knowledge/add value)

- Products are made from reprocessed raw materials (broaden activities/ add value).

6. Program requirements

The project results (see Chapter 5) must meet the following requirements:

- The relevant local organizations and Government authorities support the project objectives
- Local awareness actions are carried out.
- The training programs for employees, coordinators and collectors are practical and are offered 'on the job'.
- The collected plastic is separated by type (and colour).
- The collected plastics are ready for sale in bales (film/foils) and regrind (hard plastics).

6.1 Conditions

For the realization of the recycling project, the following conditions need to be in place:

- The project should be supported by the Municipalities, and the national Government;
- The necessary permits are obtained;

6.2 Functional requirements

- Environment: There is a solution to the litter/waste.
- Poverty reduction: From socio-economic point of view, the project contributes to employment.
- Security: Workers earn enough to make a living and are able to pay for education of their children.
- Transparency: Collectors know in advance what fee per kilo is given for their collection work.

6.3 Operational requirements

For success of the project, it is important that the produced product has the highest possible market value. The degree of separation and purity determines the market value of the product to sell. This will demand high standards of collection and the production process. It requires the right knowledge and skills of collectors and employees. The aim is to work according to Dutch environmental standards and to operate in conformity with ISO 14001.

- Various metals and plastics are separated.
- Plastics are separated by type and colour.
- For film/foils we require a quality of 98%-2%.
- Film is stripped of dirt/paper and then pressed.
- Hard plastics are ground by type (and colour) in big bags of 1,5m³ / approx. 800kg
- Bales are pressed at 80x80x120 with a weight of approx. 400kg per bale.
- The regrind has a constant size of 8-10 mm
- Employees have adequate knowledge and skills to be able to sort the plastics and operate machinery.

7. Risk analysis

There can be risks at conducting this plan. The table below contains the risks, the measures that can be taken if these risks arise and the person who is responsible to address these risks at Stichting Mbenyokono. This table is constantly updated and adapted to new knowledge and insights.

Risico	Maatregel	Verantwoordelijk
Too little supply of material.	Increase and expand collection (area) en expand with other waste collection (metal en paper, etc.). Plan a collection and transport network.	Board decision; Compliance: Mamadou Diabang
Unable to separate materials for lack of knowledge.	Educate employees and collectors	Mamadou Diabang Pieter van Hoesel
Valuation supply. Supply may be moist or contaminated.	Clear conditions for suppliers at the gate.	Mamadou Diabang
Disruptions in energy supply.	Manual pressing? Install generator.	Mamadou Diabang
Water shortage.	Water collection, purification and reuse.	Mamadou Diabang Pieter van Hoesel Ernst Stokvis
Price volatility of plastics on global market.	Fixed bottom price for collectors.	Pieter van Hoesel
Relative large amount of cash and stock.	Good financial administration and waste balance (example LMA The Netherlands). Separated responsibilities in administration of finance and materials.	Pieter van Hoesel Baboucarr Ceesay Ernst Stokvis
Occupational accidents	Health and Safety (HS&E): Establish and uphold rules.	Ernst Stokvis Mamadou Diabang
Others		

8. Staging and planning of intermediate results

The following lists steps to take for every phase of the project. An elaboration of costs can be found in annex 1.

Black: actions; Orange: in progress; Green: finished; Blue: prognosis

Fase:	(Tussen)resultaten/producten	Start	Eind	Kosten
1. Preparation	<ul style="list-style-type: none"> Ideas; Compiling project team; Allocating Tasks; Application of project partner; Writing project plan; Outline organizational structure; Website Mbenyokono update; Fundraising phase 1 & 2; Decision to start phase 2; 	<ul style="list-style-type: none"> Feb. 16 May 16 Sept. 16 April 16 May 16 May 16 May 16 July 16 Dec. 16 	<ul style="list-style-type: none"> Apr. 16 Sept. 16 Oct. 16 Sept. 14 Sept. 16 Aug. 16 Aug. 16 Dec. 16 Jan. 17 	<ul style="list-style-type: none"> 20 uur 18 uur 24 uur 12 uur 50 uur 200 uur 24 uur 100 uur 8 uur
2. Kick-off	<ul style="list-style-type: none"> Permits are obtained; Location with indoor workplace for machines; Water- and energy organised; Design recycling plant/setup of machinery; Purchase baler; Purchase grinder of 'hard' plastics; Information campaigns have been carried out; Start training staff; Start production; Fundraising phase 3& 4 Decision to start phase 3; 	<ul style="list-style-type: none"> Oct. 16 Jan. 17 Jan. 17 	<ul style="list-style-type: none"> Juni. 17 Juni. 17 	
3. Consolidation	<ul style="list-style-type: none"> Production is up and running; Expanding supply network (total of KMC/Serrekunda); Expanding to other places; Professionalization of employees; Decision to start phase 4; 			
4. Transfer	To be determined			

9. Project Control

9.1 Time

The timing will be monitored using an activity planning. The activities included under Chapter 8 (planning) will be continuously updated based on progressive insight. The completion time depends on the speed at which funds can be raised.

The detailed project planning will be monitored through monthly progress evaluations and planning will be shown on the website.

9.2 Quality

The interim results and the end result will be reviewed on the basis of program requirements. Interim results are reported and discussed monthly and by the Board.

9.3 Money

The budget for the project can be found in annex 1.

9.4 Information

To whom	When	Which	What
Project-partner	Each quarter End of project	Progress Results / Prospect	Progress Report Final Report/Business plan
Donors	Semi Annual End of project	Progress Results / Prospect	Newsletter Final Report/Business plan
Organization of Scavengers	Semi Annual End of project	Progress Results / Prospect	Oral Final Report/Business plan
KMC	Semi Annual End of project	Progress Results / Prospect	Letter Final Report/Business plan
Gambian Government	Start project End of project	Plan Results / Prospect	Letter Final Report/Business plan
Other?			

Bijlage 1: Project budget

fase 1	1 st year	
administrative costs	€	750
mnd. verg. 2h pp x 4 (gem.) x € 35 *	€ 280,00	€ 3.360
travel expenses (2x30) mnd. meeting *	€ 65,00	€ 780
building classroom		€ 9.500
flying Banjul pp x 4 **	€ 600,00	€ 2.400
staying in Banjul p.w. x8 *	€ 250,00	€ 2.000
unforeseen		<u>€ 1.880</u>
	totaal	€ 20.670

* donated by Board members

** is reimbursed from revenue of the G4A project

fase 2	1 st / 2 nd year	
staff pp x4 x12 ***	€ 75,00	€ 3.600
training pp x8 x12	€ 75,00	€ 7.200
flying Banjul pp x 4 **	€ 600,00	€ 2.400
staying in Banjul p.w. x8 *	€ 250,00	€ 2.000
building roof		€ 8.500
purchase and transport of machines		€ 17.500
construction of office and canteen/kitchen		€ 9.500
unforeseen		<u>€ 5.070</u>
	totaal	€ 55.770

* donated by Board members

** is reimbursed from revenue of the G4A project

*** will be paid for by the revenue from the return of raw materials from the project

Annex 2: Stichting Mbenyokono

The history of Stichting Mbenyokono:

Abéné is a small fishing village in the Casamance on the coast of the Atlantic Ocean not far from the border with the Gambia.

It is a village with a rich history. There are approximately 5,200 inhabitants associated with the Mandinka, Diola or Karone tribe. As in the rest of Senegal and Gambia a big part of the population is Muslim, a small part is Christian. Islamic and Christian holidays are celebrated jointly by all the inhabitants of the village. Most people in the village live of farming or fishing and some are trying to make a living as an artist in dance or djembe. Mamadou Diabang, from Abéné, settles in 2001 in The Netherlands. All the time he supported the village with help, equipment, tools and goods. The desire to accomplish a structural improvement in the lives of his fellow-villagers leads to the reestablishment of the Stichting Mbenyokono (Mbenyokono Foundation) in 2015. Given his experience as a manager of a recycling plant the goal of its projects are obvious. Projects that can serve as an example for Gambia, Senegal and West Africa.

From Casamance to the Gambia is a logical step, besides the border from 1889 there is no obstacle on joining forces, languages, clans en family connections are already border-crossing. And pollution does not recognize borders.

So when requested by Gambia, the KMC, to come and see if a project like this would be possible. The obvious answer was to go and help this getting started.

Modus operandi project team:

The Board of the Stichting Mbenyokono together with its Gambian counterpart Mbenyokono Foundation establishes a project team. The project team will have monthly meetings on progress and goals.

In its first stages the project will be carried out by members of the Board of Stichting Mbenyokono (Mamadou Diabang en/of Pieter van Hoesel) as advisors and project managers.

They will act together with Mbenyokono Foundation (The Gambia) its Board, local administrators and representatives of Government and collectors (Scavengers).

Mamadou Diabang monthly reports about the project progress to the Boards (both The Gambian and The Netherlands)

Stichting Mbenyokono

Who	Expertise	Functie	Contactgegevens
Pieter van Hoesel	Recycling & Management	Chairman/Advisor	pieter@mbenyokono.nl
Ernst Stokvis	ICT & Technology	Advisor / member	info@nesto.nl
Mamadou Diabang	Recycling & Regional knowledge	Project manager	mamadoudiavbang@hotmail.com
Martje Albers	Regional knowledge	Treasurer	martjea@hotmail.com