

Employment Creation in Municipal Service Delivery Project **(Programme Budget: USD 1.4 M (DFID funded))**

The ILO is promoting Public-Private Partnerships (PPPs) to help governments address the twin challenge of creating jobs for the poor while ensuring adequate basic infrastructure and services provision.

On the other hand the City/Municipal Authorities and the ILO share the long-term objective of contributing to better livelihoods for low income urban poor residents through improved waste management and other urban services delivery, which, in turn, contributes to employment creation, poverty reduction as well as environmental cleanliness.

In line with this objective, the Dar es Salaam City Authorities franchised solid waste management services to private sector organizations in late 1998. In a true spirit of public private partnerships, Community Based Organizations (CBOs), Non-Governmental Organizations (NGOs) and Commercial Enterprises, have since then been providing waste collection services jointly with the city authorities with technical support from the ILO.

Most other municipalities have expressed interest in establishing partnerships with the local private sector to provide municipal services such as waste collection.

The ILO has been supporting such partnerships as part of its strategy for employment creation and job quality. Municipal staff has been advised on the design and implementation of the system. Franchisees including small enterprises and CBOs have been trained on how to start and manage a waste collection business. The public has been addressed by sensitization and awareness raising campaigns. The results have been documented and disseminated through workshops and conferences.

Due to the significant success of the Dar es Salaam solid waste management project and the great demand for activities in this area, a two-year regional programme, covering 9 municipalities in Tanzania, two in Kenya and one in Uganda, began in January 2004. The focus of this new programme initially is on solid waste management and will later extend to cover other services like community infrastructure upgrading works, roads improvement and maintenance, water supply, sanitation, urban open spaces improvement and management, etc

The immediate objective of the project is:

Increased decent employment and improved living and working conditions for the urban poor.

The objective will be achieved through technical support that is offered in three areas:

1. Capacity strengthening of municipal authorities and waste collectors, through awareness raising, training, network and organization development
2. Technical advice on enabling systems for small enterprise based service delivery including pro-poor contracting, revenue collection and monitoring and evaluation
3. Support to broad policy development on issues related to poverty reduction, service delivery and employment creation through advice and knowledge development and dissemination.

Programme Achievements

In a two-year period of implementation, which is ending June 2006, carrying on the good work done in the previous phase, the programme has made good achievement in the core activities related to the capacity building. The success of the programme lies in achieving the following few amongst many others:

- ***Training manuals*** on “Integrated Solid waste management with entrepreneurial perspectives” have been developed for Tanzania, Kenya and Uganda and used, with more than 300 waste collection service providers have been trained using the manuals in eight municipalities. This has resulted into improved efficiency of service provision, recycling initiatives and working conditions. Service providers have acknowledged the changes in their working approach with more confidence hence, attracting more respect from communities they serve.

- ***Informal Economy training manuals*** have been developed and used in training of municipal authority staffs and other stakeholders in promoting informal economy for employment creation and improved service delivery. 90 municipal staff and informal operators have been trained in three municipalities/cities. More than 180 are expected to be trained in six, more municipalities before end of the project in June 2006. The training results have begun to surface on the ground where informal operators are receiving more support from the municipal officials for example in Zanzibar informal operators are now abiding to regulations (i.e. paying tax/ fee for cleaning services) and have been reorganized systematically for easy reach and support.

- ***Programme Monitoring and Evaluation*** as well as Impact assessment strategies have been developed. The strategies focused on providing guidance on how the programme can *manage and measure changes resulting from the project interventions at all levels ie municipal, franchisee and workers*. . M&E systems for 9 municipalities have been strengthened whereby using a participatory approach Indicators have been identify and tools developed to monitor and assess poverty related indicators in SWM activities. A baseline study has been conducted to ascertain and assess the initial situation before the project interventions. This will

- enable the programme measure the changes and assess the impact of the programme interventions to the beneficiaries at the end of project implementation.
- **Formation of Waste providers associations** and Municipal Technical Committees. With facilitation from the programme, the waste management service providers in six municipalities have formed associations for collective bargaining and Municipal Technical Committees for providing technical input and monitoring of SWM activities in the municipalities. . The associations have managed to pull together service providers of different level of experience, knowledge and status, providing an enriched forum for experience and knowledge sharing, hence improving their working performance. With Technical Committees in place, waste managers have managed to be continuously appraised with challenges faced by the service providers on the ground and hence finding immediate solutions with input from members who are key players without whom otherwise would have been less involved in SWM activities.
- **Community sensitization strategies** have been anticipatorily developed and implemented in two municipalities and under finalization in three more municipalities of Dar es Salaam. The sensitization programs have been aimed at improving stakeholders' participation in solid waste management activities and more specifically increasing community participation in paying for the solid waste collection services. Stakeholders' involvement at all levels is slowly improving as the result of sensitization activities.
- **Contribution to poverty alleviation** by increasing incomes and improving living conditions for the urban poor women and men and youths. By December 2005, 90 CBOs, SMEs, NGOs were engaged in SWM activities providing jobs to more that 3,000 poor men and women in 7 municipalities of Tanzania. This has also contributed to cleaner environment whereby waste collection & disposal improved to >46% in 2004 in DSM, from 28%in 2003 to 80% in 2005 for Mwanza Municipality.

Implementation Challenges:

- 1) Community Sensitization emerged as a need and important for successful PPP in municipal service delivery. However budget constraints have limited the implementation of sensitization activities in 4 municipalities out of the 11 targeted.
- 2) Requests for the programme support to more municipalities raised by Kenya and Uganda; however, due to limited budget and project duration the requests could not be attended. To address the issue, the programme has developed a TCRAM-SPROUT for the programme support to address the requests should possible funding come up.
- 3) The short programme duration of two years has also been pointed out as a concern both by the DFID Evaluation and was also an issue during the

PAC meeting held in September 2005 for visible impact of the programme to be registered and disseminated for the ultimate objective i.e. policy reform, which is important for the sustainability of the interventions.

Programme Staffing: Headed by the Regional Programme Manager assisted by two professional staff, an Administrative and Finance officer, a Secretary and Driver cum clerk

Programme Collaborating institutions

- ✓ MoLG in Kenya, Tanzania and Uganda
- ✓ City and Municipal authorities (Dar es Salaam, Iringa, Mwanza, Arusha Tanga and Zanzibar in Tanzania, Nakuru and Nanyuki in Kenya, Jinja in Uganda)
- ✓ Representative organizations of the poor (e.g. service providers' associations)
- ✓ Service providers, e.g. NGOs, CBOs, CBEs, MSEs)
- ✓ Training institutions (Dar es salaam Institute of Technology (DIT), University of Dar es Salaam and UCLAS in Tanzania, Ergeton University in Kenya Makerere and Kyambogo University in Uganda)