SUSTAINABLE IRINGA PROJECT (SIP)

A REPORT

ON

TRAINING ON SOLID WASTE MANAGEMENT WITH BUSINESS PERSPECTIVE

FOR

IRINGA MUNICIPAL CBOs

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Annexes

- Participants list
- Daily reaction forms (in Swahili)
- End of Training evaluation Forms (in Swahili)
- Training Timetable (in Swahili)
### Abbreviation

<table>
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<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>CBD</td>
<td>Central Business District</td>
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<td>CBO</td>
<td>Community Based Organisation</td>
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<td>ILO</td>
<td>International Labour Organisation</td>
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<td>IMC</td>
<td>Iringa Municipal Council</td>
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<td>MSE</td>
<td>Micro and small Enterprises</td>
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<td>OSH</td>
<td>Occupational Safety and Health</td>
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<td>RCC</td>
<td>Refuse Collection Charges</td>
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<td>SIP</td>
<td>Sustainable Iringa Project</td>
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<td>SIYB</td>
<td>Start and Improve Your Business Project</td>
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<td>SWM</td>
<td>Solid Waste Management</td>
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<td>TOR</td>
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1.0 **INTRODUCTION:**

Iringa Municipality is comprised of 14 wards namely; Kitwilu, Ilala, Gangilonga, Mtwivila, Kwakilosa, Mwangata, Mkwawa, Makorongoni Ipogoro, Mshindo, Kitanzini, Mivinjeni, Ruaha and Mlandege,

This report fulfils the requirement as per the proposal and Terms of Reference (TOR) for the assignment, which is in line with the ongoing plans of the Iringa Sustainable Project (SIP). The SIP’s plans of consolidation the capacity building activities led to organizing the community-based organizations in Iringa Municipality.

This assignment, is in line also with the ongoing strategic plans of soliciting information which enabled the project to organizing a Training of the Community Based Organizations (CBOs) from Iringa municipality.

The assignment in question is in response to request from the SIP project to prepare and conduct training workshop in Solid Waste Management (SWM) with entrepreneurship direction. The training was designed and conducted in the two parts namely Technical and Business.

1.1. **Background information**

After a serious failure of the public sector solid waste collection service in early 1990s, private sector organizations, both community-based organizations and commercial companies, have been engaged to collect waste in some towns in Tanzania. For example in Dar es Salaam there are about 52 service providers working as franchisees, collecting both waste and fees from households and businesses that they serve. *Community based waste collection aimed at mobilizing and enabling the community to participate in waste collection while recycling and composting aiming at the reduction of solid waste and the creation of business and employment opportunities.*

1.2. **TOR**

The Consultants were required to prepare and conduct the training workshop on Solid Waste Management (SWM) with the direction of Business knowledge according to the TOR given. The TOR outlined:

**The SWM Part:**
- To train trainees on Solid Waste Management (generation, storage, collection, transportation and dumping, dumping site and scavenging, waste stream/cycle)
- Training on Solid waste separation a generation point
- Techniques in solid waste minimization, recycling and re-use
- Job and revenue creation from solid waste management
- Community mobilization and participation in solid waste management and the roles of local (including Mtaa) leaders
- Gender roles in solid waste management
- Traffic Rules and Road safety in Street and Road sweeping as well as SWM in general
- Policies, Regulations, Laws and by laws on SWM
- Privatisation, Tendering, contracting, routing and proper service schedules
- Maintenance of SWM equipment and tools.
Solid waste monitoring system
Occupational safety and Health (OSH)
Roles of key actors in solid waste management

The business part of SWM:
Solid waste contracting
Roles of CBOs, Community and institutions
Fund mobilization
Marketing of recyclable materials
Costing, pricing and billing
Simple book keeping

1.3. Participant’s Expectation
During this session participants were given time to air their training expectations and threats. Below are some of the expectations and threats:
- Have knowledge on refuse collection
- Skills and knowledge in recycling
- Community participation and mobilization
- Leadership skills
- Skills on compost Marketing
- Learn techniques in waste production, re-use and recycling
- Relationship and roles of the municipal leaders and Community leaders

1.4. Threats:
Among the threats expressed were:
- Time allocated for the training is too long
- The value or equivalence of the money given for Lunch is not transparent

1.5 Workshop Objectives
The workshop objectives were:
- To impart knowledge and skills and also change the attitude of the Iringa Municipality’s CBOs on solid waste management, potential job creation and income generation.
- Improved capacities among the public and private stakeholders to deliver basic solid waste management services in order to improve the living and working conditions in selected (low-income) settlements in Iringa, and
- Reinforcing and building on previous trainings, and placing the sector’s accumulated knowledge in a larger context of Integrated Solid Waste Management

1.5.1. Immediate Objective:
- Increased employment opportunities and higher income for MSEs and CBOs in delivering SWM services
- Equipping participants with basic knowledge for sound management of solid waste as well as improving the existing skills on SWM handling systems through provision of both entrepreneurship and technical skills.
1.6 Participants
A total number of 31 participants attended but 29 were able to complete the training on Solid Waste Management from 10 Iringa Municipality Community Based Organizations (CBOs). A List is attached. Out of 29 participants 17 were women and 12 men.

Most of trainees had been exposed to some sort of Solid Waste Management (SWM) activities before. They were involved in one-way or another or in their day-to-day activities. All trainees are members of the CBOs and they are doing the actual solid waste collection activities with 2 of them engaging also in recycling activities.

1.7 Venue
The venue where the training was conducted was at the Dr. Amon J. Nsekela Banker’s Academy in Iringa Municipality. It is located in the center of the town, and easily accessible to all participants.

2.0 THE PROGRAMME

2.1. Methodologies and training approach
The theme of the training was “Training in SWM with a business perspective” Hence it was conducted in two parts namely the technical part with related topics and the business part.

Sessions equivalent to six (6) days concentrated on technical issues specific to Solid Waste Management (SWM) and related topics. The remaining four (4) days covered the business aspects of setting up waste management services.

The training approach used was trainee-centered, focusing on the skills, knowledge and experiences of the trainee. The training aimed at initiating and accelerating the process of change towards Entrepreneurship skills, Solid Waste Management: i.e. collection, disposal, recycling, reuse and reduction of waste using appropriate technologies through inculcating an entrepreneurship/business like culture.

The training methodology was purely participatory and involved the whole person i.e. the trainees were able to use all senses. These included lectures, Role-plays, Business games, Group dynamics, Exercises, etc. the training used a matrix of all these to make the training bring more impact and produce tangible results.

The active participation by trainees aimed at sharing experiences and ideas among trainees and trainers.

Due to vast experience of participants in waste collection, a lot of methods used by facilitators during the technical training, were those that encouraged the participants to bring out their own experiences. Some of these included open discussion, group discussion, case studies, practical exercises with waste; field visits to sites with waste activities, energizers and classroom games.

Also the trainees had an opportunity to practice the knowledge, and skills acquired in discussions in-groups, group works and field visits.
2.2 Materials:
Technical manuals entitled “Start Your Waste collection Business”, and described, as ”a Step-by Step guide of how to start a community-based waste collection service” were used for training. These materials provide a comprehensive and useful introduction to the wide range of issues related to solid waste management. The medium of instruction was Swahili. Therefore materials distributed to trainees were those translated in Swahili.

2.3 Trainers
Three trainers facilitated the training. Two experts specialized in Business and Entrepreneurship skills; the other one who is from the ILO undertook appropriate SWM approaches, technologies and recycling as well as related topics which include gender roles, Occupational safety and Health, Traffic Rules and Road safety in Street/Road sweeping, transportation of waste and Maintenance of SWM equipment and tools, Tendering, contracting routing, proper service schedules and monitoring. The Three trainers full time resided in Iringa where the training was done.

Iringa municipal and SIP based trainers facilitated in some topics, which include; existing Iringa by-laws in SWM and environmental services and their enforcement, tendering and contracting in Iringa, Roles of different stakeholders in Iringa (municipal authorities, SIP, MSEs, The Community, local leaders, politicians, etc.) and an Overview of current practices in SWM in Iringa.

3.0. TRAINING CONTENTS
The Workshop content was as detailed below;

3.1. Training in Solid Waste Management (SWM)
This was the first part of the programme. It was done in three components; classroom work, practical work outside the classroom, and field visits. Classroom work was participatory each session covering group-work, presentations and discussions. Daily evaluation was done at the end of each day.

3.1.1. Analysis of the sessions covered
Highlights of the observations made during sessions and the outcome are summarized as follows:

Week one:
Concentrated on the technical part of the programme

Day one:
The morning sessions started with an official opening, which was officiated by the Iringa Municipal Mayor, His Lordship Daudi Feruzi. The Lord Mayor advised the trainees to take the training very seriously as this is a very rear technology and it is an opportunity for them. They also should take as a challenge given to them by the Iringa Municipality community, so they have to work hard. He further said that the Municipal council would work with them as partners to make the Iringa Municipal a safe and clean place to live.
This was followed by the workshop introduction, trainees levelling of expectation, setting the training climate, and an introduction of the trainees and trainers.

The sessions covered on the first day included:

- Official opening,
- Introduction of course and participants
- Workshop objectives, timetable and logistics
- Expectations and fears
- Overview of SWM in Iringa, DSM, Sweden and elsewhere Globally
- Definition of terms in SWM

The sessions included definitions of solid and liquid waste terms and their uses. Participants picked a piece of paper with the word or term and described what it was. The terms were then discussed until an agreement was reached. Some terms were difficult to describe in Swahili and others were so complex that they arouse a hot debate. Such terms include “taka and takataka”. A word in Swahili for a skip container could not be found as “Kizimba cha taka” means a built up structure for temporary storage of waste.

The coverage also included SWM practices, identification and overview of current practices as well as problems related to SWM existing in the compound(s) where participants live, interventions and an overview which included that from Sweden where there are some policies and incentives for sorting waste at source of generation. An overview on Sweden SWM was provided by a Swedish student volunteer who attended on that day and on few other days.

The end of day evaluation concluded the day

**Day two:**
The second day focused on group practical exercise conducted outside the classroom followed by presentation by group rappoteurs. The practical session involved sorting, classifying and valuing waste from different sources, which include market, street, bar, hotel and skip container. It also involved stating the possible source and some percentage calculations.

This practical session involved training materials which included 4 bags of waste of approximately 25kg each, shovels, spades, brooms, protective gear (which include disposable masks, pair of gloves, boots and overcoats.)

Topics for the day were

- Feedback and discussion on previous day evaluation
- Waste Generation, Rates, Types, and value of waste
- Practical sorting, segregation and classification of waste from different sources
- Practical exercise presentation and discussion of results
- Waste storage, primary collection and secondary collection
- Waste cycle, stream, collection system, minimization and recycling (the 3Rs – reduce, reuse, recycle)
- SWM Hierarch, waste treatment
The coverage also included some recycling and reuse technologies (including some handmade waste products), treatment, waste source separation, experiences that have worked in buying wastes, Information on the practicalities of recycling: preparing materials, negotiating with markets and understanding how the recycling sector works in Tanzania

Lessons from the exercise of waste separation: Participants pointed out that they noted;
- Different Types of solid waste
- Advantages of solid wastes
- Values of different types of solid wastes
- Rates, (%) , & type of waste that could be re-used or recycled.
- A very high percentage of solid waste can be recycled and/or reused and what remains for dumping is very small
- Composition of waste from different sources is different e.g. waste from the Market is not the same as that from the restaurant or a bar.

**Day three**
Topics covered were:
- Feedback and discussion on previous day evaluation
- Traffic Rules and Road safety in Street and Road sweeping as well as in general SWM
- Policies, Regulations, Laws and by laws on SWM, overview and in Iringa,
- Tendering, contracting routing, proper service schedules and monitoring
- Maintenance of SWM equipment and tools.

Coverage included Existing laws, by-laws and their enforcement, which was facilitated by the IMC Lawyer. The by-laws were unknown to all participants to the extent that many questions and concerns were raised. It was felt that, the laws and regulations pertaining solid waste management involve fees, which are of little value. For example, the maximum fee for industries and other business places is 50,000/= per annum and the minimum which is paid by most petty traders is 8,000/ per annum. Households pay 200/= and 100/= per month amounting to 2,400/= and 1,200/= per annum in the Central Business District (CBD) and other areas respectively. NPF Dwellers pay only 500/= per annum. Participants felt that the IMC should be approached for consideration, not only in this issue but also other issues. A promise was made to forward all genuine concerns to responsible IMC authorities.

The discussion included future privatization, effectiveness, strength and weaknesses, legal issues for fee setting especially to the poorest households, Tendering and contracting procedures, information on the contractors’ legal and contractual status, rights, and obligations.

Traffic Rules and Road safety in Street and Road Sweeping covered Legal aspects and Traffic rules and safety for street sweepers and pushcart/wheelbarrow operators and pedestrians, appropriate time and night street sweeping, proper loading and moving of solid waste, Traffic devices for street sweeping, and road manoeuvring and parking, Choice of routes, Factors affecting routing, Timing and service schedules, monitoring, Importance of Maintenance, repair of SWM working tools and equipment.
Day four
The day’s activities were different as it was devoted on field visit as well as presentation and discussion of field observations.

Objective of field visit
To enable participants see, compare with what they have learned and observe the real situation likely to be met in their work settings.

Activities during the field work
- Walking tour of the community
- Visiting 5 CBOs at site and observe how they are operating
- Visit to waste stations (skip containers for thorough observations)
- Visit to the legal municipal landfill
- Visit to an institution – A private Hospital to observe handling and treatment of hospital waste.
- Guidelines were provided and participants presented their observations and remarks followed by a discussion. The guidelines (in Swahili) are attached.

Achievements
The fieldwork had an obvious impact which include:
- An indication that showed willingness to pay Refuse Collection Charges (RCC)
- Realization of the real situation likely to be met and therefore start thinking on strategies to improve on what was observed or seen.
- Trainees had an opportunity to practice the knowledge, and skills already acquired which might impact on the effectiveness of waste and fees collection from households.
- Trainees had an opportunity to learn from CBOs visited
- The visit to the landfill was fruitful in the sense that participants knew the location and direction of the landfill and they observed some of the activities taking place at the landfill, which include, burning of waste.
- Within the community they observed scavenging activities in skip-buckets and junk shops.

Challenges faced during the fieldwork included:
- CBOs did not emphasize self-help, rather encouraged dependency on external finances/donors (SIP). Thus some CBOs collecting waste on voluntary basis felt bad after realizing that their customers were ready to pay but no demand was made.
- Need to change peoples’ attitude and mind, example some people dump waste outside containers, some might not be willing to pay as they are close to the container, etc.

Day five:
This day covered
- Feedback and discussion on previous day evaluation
- The Notion of gender and sex
- Gender Roles in SWM
- Classroom exercise on gender roles in SWM
- Privatised and community based waste collection
- Occupational Safety and Health (OSH) in SWM, Accidents and hazards
This sessions covered: Concept of gender and sex, Socio-Cultural Aspect, gender myths and stereotypes in SWM, experiences and case studies, participatory analysis of social, cultural, religious, and gender issues as they affect the work of the collectors, their employees, their clients and payment rates.

Some gender issues brought hot debates until were clarified and agreement reached. Participants realized that women work much more in waste especially at household level and men deal with the so-called male dominated SWM roles. Women do most of tasks in SWM especially during primary collection. Men participate more in secondary collection and disposal. What they do include driving waste trucks, scavenging, etc. Children are mostly used to dump waste from households. Need was felt that some attitude towards waste has to be changed.

The coverage also included importance of privatization and community based waste collection and why women should participate. Furthermore it covered the Importance of OSH, safety and good practice, work clothing and protective gear.

**Day Six:**
The day’s topics included,
- Feedback and discussion on previous day evaluation
- Hazardous waste, handling, identification and symbols
- Electronic and High-technology waste
- Risks of waste mismanagement and summary of SWM

This covered the Household hazardous waste, Safety measures, Identifying, handling, documenting and reporting hazardous & dangerous waste including animal remains, International danger signals and symbols, Dangers of health care and hazardous Concern of the mushrooming High tech and electronic wastes, techniques for training and monitoring staff and employees in safety techniques, The side effects or dangers of waste, Risks involved in SWM activities and a summary and conclusions on SWM, followed by daily evaluation.

3.2. Training in Business Management (Entrepreneurship)
This was the second part of the programme.

3.2.1. Analysis of the Sessions Covered
Highlights of the observations made during sessions and the outcome are summarized as follows:

**Week two**

**Day Seven**
The seventh day started with an introduction to entrepreneurship, definition of an entrepreneur, the difference between an entrepreneur and a businessman, quality of a good entrepreneur.

During the sessions, various approaches were used including games, role-plays and case studies. These make the trainees awake throughout the sessions.
Trainees were guided to record in their Business Plan booklets in the section of business ideas and at the end of the day, they had an opportunity to express their feeling about what happened during the day.

**Day eight**
The Morning sessions started the last day’s evaluation followed by a short discussion from the last day’s evaluation. Then followed by a mini market game as an ice breaking, followed by an introduction of the session. Then the session followed by the definition of the word market and marketing and its difference. All this was in relation to the Solid Waste Management focus. The morning session was concluded by the subtopic on the market research and the four P’s of Marketing of composites.

The afternoon session was used for the Business Plan filling by the CBO member groups. In this session members were discussing and filling in the business plan booklet the section on marketing plan; marketing research, Product, Price, Place, and Promotion.

Then the trainees expressing their feelings by filling in the daily reaction form concluded the day.

**Day nine**
The ninth day started with the usual last day’s evaluation, followed by the discussions then after.

The morning sessions were used to train in costing and pricing of solid waste materials and its products. During the sessions different techniques were used, including the role-plays, games, and group discussions. Also exercises were given to workout solutions. These exercises took them up to noon. Then followed the exercise to fill in their business plans.

The afternoon session covered the CBOs/NGOs characteristics, Policies, regulations, by-law and procedures for registering CBOs, NGOs, focusing on SWM in Iringa followed by a general, overview in the Iringa, tendering and contracting.

**Day ten**
The tenth day covered the simple record keeping and billing, organizational development and leadership (especially on how to organize their manpower at site) and preparation of work contracts. During the session, which covered the whole day trainees got an opportunity to exercise in groups and then filled in their business plans for their CBO’s.

**4.0 EVALUATION**

**4.1 Daily evaluation**
At the end of each day, participants had an opportunity to air their feelings about what had really happened during that day in terms of lesson, and other services. They were required to express their feeling in a special form about “what make me happy, what make me puzzled, what make me unhappy, and if they had any other comment”. Therefore, every participant was required to fill in that form at the end of the day everyday. A feedback on the previous day evaluation was provided every following day before the first session. In general, most participants were happy. Only few expressed disappointment for not getting allowances.
4.2 End of Workshop evaluation
There was another type of evaluation, which was done at the end of the workshop. The objective of this evaluation was to have the participant’s opinion on general performance of the workshop from the participant’s view or feelings. The participants were required to fill in the evaluation form with eight questions about the knowledge they acquired, the materials distributed, methodologies used, and experience gained and shared, etc.

The following are the results of the participant’s reactions at the end of the workshop evaluation done on the last day of the workshop:

- Asked whether or not the workshop had enabled them to exchange ideas, knowledge and experiences, 91% of the participants were positive on the issue.
- Asked whether or not any other problems encountered during the workshops period, 88% of the participants were very positive on the issue.
- Asked whether or not they felt the workshop had addressed problems faced in their CBOs (SWM businesses), 93% of the participants felt the workshop had addressed their problems and tried to find possible solutions.
- Asked whether or not they felt time allocated for the workshops/sessions were adequate, 97% of the participants indicated that time were just adequate for the workshop, but there was an indication that in future, time should be reconsidered.
- All participants (100%) also agreed that the workshops had enabled them to get practical experiences and solutions to their business SWM problems.
- Asked whether or not the training materials were relevant to them and their SWM businesses, 97% of the participants affirm that the materials are quite useful for them.
- Further, all participants were of the view that the trainers were able to impart new skills and knowledge and that now they are in a position to start and manage well their SWM businesses much better than before the training.
- Finally, 100% of the participants indicated that the component in the course i.e. the practical part - field visits to CBOs SWM businesses that are doing well was an advantage and gave them a big lesson and experience.

5.0 CLOSING CEREMONY
In the last day of the training, the organizers together with the trainees organized a closing ceremony, which was officiated by the Sustainable Iringa Project (SIP) Technical Advisor, Mr. Jorgen Holm. Before his speech the representative of the trainees read their thank giving speech. In the speech among other things, they requested the SIP TA to consider sending them to Dar es Salaam for a study tour to learn from their fellows. Also the Coordinator for the SWM Working group gave a brief report of the training. The handling of Certificates of attendance to trainees followed.

In his speech the Technical Advisor thanked the trainees for having allocated time and devoted this time and resources to attend this valuable training. He also praised the working group for making this training a success and he advised them to follow it up after this training and give their recommendations to the project for implementation. He further said that the project would work out on their idea of the study tour. And lastly he urged the CBOs in Iringa Municipality to be sustainable, and work closely with the Municipal Authority.
6.0 COMMENTS FROM TRAINERS
The above responses generally indicate a high appreciation of the opportunity accorded to participants.

- It is recommended that such courses be offered to more up coming CBOs for a greater impact of the Iringa Municipal strategic development plan in an endeavour to assist the infant CBOs through sustainable approaches.

- **Follow up is an equally important activity as training.** During follow up, the participants will get another opportunity to review what they learned in the workshop and if any gap/problem, the trainer can solve them together with the trainee on the spot in their new businesses.

- It is follow up levels of understanding of the participants in the class and in the real life (practical) in field. Therefore, we strongly recommend a follow up be done within six month after the training in order to assist the trainees in a more practical way.

- Seriousness with regard to solid waste is being shown by the IMC and SIP. The work of ILO in training the communities in waste management is commended. Both the technical and business training materials i.e. “start your waste collection service” are very good for municipals and towns in Tanzania and elsewhere in other cities of similar situation. Few modifications are required to suit the general situation.

7.0 CONCLUSION
During the Training, the trainees had an opportunity to practice the knowledge, and skills acquired in discussions in-groups, group works and field visits. We believe that the training will have a significant impact on the effectiveness of waste collection service delivery and fees collection from households. This will result in keeping Iringa Municipality a clean and at the same time the CBOs would have created relatively impact on the increase on the number of employment in the community and the levels of income will be increased. By so doing the Iringa Municipality would have reached its objectives and contribute to the fulfillment of its goals.

8.0 AFTER WORKSHOP MEETING AND GROUP VISITS
At the request of the trainers, a recapitulation meeting with representatives from CBOs and Iringa based trainers, was held on Saturday 09/11/2002.

The aim was to have more inputs to the training materials. The inputs were required to be incorporated in the materials to be modified and translated into Swahili for future use in Tanzanian municipalities and other urban centres. Fruitful inputs were obtained especially with regard to clarification and agreeing on meanings of many words in Swahili. Apart from this, experiences were shared and issues suggestions, advise with respect to community based solid waste management were discussed and agreed upon.

After the meeting group visits were made at the requests of the CBOs themselves. They wanted the trainers observe their activities and provide on spot advice. All CBOs were doing waste collection from customers and dumping into nearby skip containers. With an exception of three, all CBOs were providing this service free of charge with hope that SIP will pay them (including the arrears). The other 3 CBOs were collecting waste at a nominal fee ranging from 100/= to 200/= per week on mutual agreement with their customers. The CBOs were advised to sell their services. They should start to negotiate with their customers and operate purely on business basis as per the training. The SIP or the AMC regulations do not prevent them from doing so.
The CBOs were established after a study tour to Dar es Salaam by the solid waste management working group in 2000. Some CBO members pointed out that they are implementing what was learnt from the ILO and some CBOs in DSM. Indeed some of the products made out of waste by hands especially hats; bags from soft plastics are better than those made in DSM.
# Annex 1

## LIST OF PARTICIPANTS

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<th>S/n</th>
<th>Name of Participant</th>
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<tr>
<td>1.</td>
<td>Seif Rashid Seif</td>
<td>KIMAZIG</td>
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