Employment Creation in Municipal Services Delivery in Eastern Africa

Improving Living Conditions and Providing Jobs for the Poor

PROGRAMME IMPLEMENTATION
FINAL REPORT

21 JANUARY 2004 – 30 JUNE 2006

July 2006
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### ABBREVIATIONS

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<tr>
<td>ALAT</td>
<td>Association of Local Authorities of Tanzania</td>
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<td>AU</td>
<td>African Union</td>
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<tr>
<td>CB</td>
<td>Capacity Building</td>
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<td>CBEs</td>
<td>Community Based Enterprises</td>
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<td>CBOs</td>
<td>Community Based Organizations</td>
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<td>DANIDA</td>
<td>Danish International Development Agency</td>
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<td>DCC</td>
<td>Dar es salaam City Council</td>
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<td>DFID</td>
<td>Technical Cooperation Department of the UK</td>
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<td>DIT</td>
<td>Dar es Salaam Institute of Technology</td>
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<td>DSM</td>
<td>Dar es Salaam</td>
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<td>DTV</td>
<td>Dar es Salaam Television</td>
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<td>DWCP</td>
<td>Decent Work Country Programme</td>
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<td>EIC</td>
<td>Education Information Communication</td>
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<td>EMCA</td>
<td>Environmental Management Council Authority</td>
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<td>EU</td>
<td>European Union</td>
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<td>EXCOL</td>
<td>External Collaborator</td>
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<td>IE</td>
<td>Informal Economy</td>
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<td>ILO</td>
<td>International Labour Organization</td>
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<td>ISWM</td>
<td>Integrated Solid Waste Management</td>
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<td>ITDG</td>
<td>Intermediate Technology Development Group</td>
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<td>ITV</td>
<td>Independent Television</td>
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<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>MDGs</td>
<td>Millennium Development Goals</td>
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<td>MFIs</td>
<td>Micro Financing Institutions</td>
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<td>NGO</td>
<td>Non-Governmental Organization</td>
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<td>NSGRP</td>
<td>National Strategy for Growth and Reduction of Poverty</td>
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<td>MKUKUTA</td>
<td>Swahili Acronym for NSGRP</td>
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<td>OSH</td>
<td>Occupational Safety and Health</td>
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<td>PAC</td>
<td>Programme Advisory Committee</td>
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<td>PORALG</td>
<td>President’s Office, Regional Administration and Local Government</td>
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<td>PMO-RALG</td>
<td>Prime Minister’s Office- Regional Administration and Local Government</td>
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<td>PPP</td>
<td>Public Private Partnership</td>
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<td>PRS</td>
<td>Poverty Reduction Strategy</td>
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<td>PRSP</td>
<td>Poverty Reduction Strategy Papers</td>
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<td>PsoS</td>
<td>Puntland State of Somalia</td>
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<td>RoS</td>
<td>Republic of Somaliland</td>
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<td>RPM</td>
<td>Regional Programme Manager</td>
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<td>SIDA</td>
<td>Swedish International Development Agency</td>
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<td>SUDIP</td>
<td>Somalia Urban Development Programme</td>
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<td>SWM</td>
<td>Solid Waste Management</td>
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<td>TASAF</td>
<td>Tanzania Social Action Fund</td>
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<td>TIRDO</td>
<td>Tanzania Industrial Research Development Organization</td>
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<td>Acronym</td>
<td>Description</td>
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<td>Training Needs Assessment</td>
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<td>UCB</td>
<td>University Consultancy Bureau</td>
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<td>UCLAS</td>
<td>University College of Lands and Architectural Studies</td>
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<td>UN</td>
<td>United Nations</td>
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<td>UNDAF</td>
<td>United Nations Development Assistance Framework</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<td>UNIDO</td>
<td>United Nations Industrial Development Organization</td>
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<td>USRP</td>
<td>Urban Sector Rehabilitation Programme</td>
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EXECUTIVE SUMMARY

The programme “Employment Creation in Municipal Services Delivery in Eastern Africa: Improving the living condition and providing jobs for the poor” was launched officially by Hon Mizengo Pinda, then the Deputy Minister, President’s Office, Regional Administration and Local Government on 21 January 2004. The two year programme with an immediate objective of increased decent employment and improved living and working conditions for the urban poor has been carrying on and upscaling of the good work done by the previous project of “Solid waste Management in Dar es Salaam” 1998-2003. With funding of USD 1.4m from DFID, the programme has been implemented in the three countries in East Africa, Tanzania being the major beneficiary with piloting areas in Kenya and Uganda.

The programme direct beneficiaries have been; municipal/city authorities, SMEs, CBOs and Informal Economy operators. The immediate beneficiaries have been the low-income community members to whom service is provided and the collaborating training institutions. The programme has been working in partnership with the Ministries responsible for Local Government in the three countries and their respective local Training institutions; being University of Dar es Salaam and Dar es Salaam Institute of Technology in Tanzania, Makerere and Kyambogo Universities in Uganda and Egerton University with ITDG an NGO in Kenya.

The programme implementation approach has been through provision of technical support offered in three areas:

1. Capacity strengthening of municipal authorities and waste collectors, through awareness raising, training, network and organizational 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

By the end of the two years implementation period, the programme made good achievement in the core planned activities related to the capacity building and an initial step towards policy reform and formulation in supporting the PPP approach for municipal services provision. The promotion of PPP approach in service delivery with involvement of Informal Economy Operators was the major focus and strategy for the programme. At the end of the programme implementation period, June 2006, 8 municipalities/cities and 90 SMEs /CBOs and Informal Operators in Tanzania, two municipalities and 10 CBOs/Informal economy operators in Kenya and one municipality and 7 CBOs in Uganda, benefited from the programme interventions. In addition, over 4,000 jobs had been created with about 50% of them being women. The programme has laid down a very good foundation for sustainability where Training manuals “Integrated Solid Waste Management with Entrepreneurship Perspective” for service providers have been adapted, developed and used to suit conditions in the three countries. “Employment in the Informal Economy Guide for Local Government Officials and Partner Organizations” manual was adapted, developed for Tanzania and used for training of over 300 municipal officials and other stakeholders. All the materials have been printed and published. Six Service Providers Associations have been formed and trained for collective bargaining and recognized in the municipalities. This is considered as a significant major output.

Generally, the programme is considered to be successful, creating ownership and more demand on the ground in spite of some challenges encountered during the implementation process. The National election preparations in Tanzania, which started in 2004/2005, staggered the initial response of the municipalities who were the major players in the implementation process. The piloting in Kenya and Uganda created more demand for upscaling, which the programme could not meet. In Tanzania more municipalities are adopting the PPP approach and requested for support and technical advice. The programme has made notable achievements towards supporting MKUKUTA outcomes and the attainment of the MDGs, and the results are surfacing on the ground as detailed in this report.

This report provides a detailed implementation process, achievements and challenges faced by the programme and its continued justification, and hence demand for more resources.
1.0 INTRODUCTION

1.1 Programme Background
The ILO is promoting public-private partnerships (PPPs) to help local governments address the twin challenge of creating jobs for the poor while ensuring adequate basic infrastructure and services provision.

The Programme, “Employment Creation in Municipal Service Delivery in Eastern Africa – Improving living conditions and providing jobs for the poor” was launched on 21 January 2004. The programme goal is increased employment creation and income generation opportunities for vulnerable families, reduced child labor and improved living and working conditions for the urban poor through Public-Private Partnerships (PPPs) framework involving community based and other small scale enterprises in providing municipal infrastructure and service delivery. 15 municipalities were targeted in East Africa for this municipal capacity building initiative. The programme collaborated with IFP/SEED, ASSIST Africa and INTEGRATION for technical support and backstopping. The USD 1.4m programme is funded by DFID.

1.2 Programme Implementation Strategy
The programme used the following strategy to realize its goal:

- Awareness raising of the benefits of public-private partnerships and supporting the informal economy in municipal service delivery for local economic development and poverty reduction. The aim was to increase the confidence of the various parties to work with each other and facilitate the inclusion of marginal groups from low-income, unplanned settlements as partners.

- Providing assistance in developing an enabling environment to facilitate the participation of informal economy operators in municipal service delivery through enacting appropriate by-laws regulating waste management, among others at municipal level. The programme also considered the entire procurement process including tendering and contract documentation.

- Working with local training institutes to leave behind a capacity to provide training to micro enterprises, community groups and local authorities in solid waste management and other areas in the Informal Economy. Well developed training materials were adapted to the local environment in the three countries of Kenya Uganda and Tanzania.

- Providing support to micro enterprises in registration, obtaining loans/equipment and providing proper working conditions, the formation and strengthening of associations, publicity campaigns with elected leaders and residents regarding municipal services delivery by small enterprises.
Establishing National and sub-regional exchange mechanisms and networks to share information, experiences and an evidence base for replication and ultimately, contribute to policy reform for sustainability.

This report provides a step by step implementation progress on quarterly basis, its achievements and constraints faced during the implementation period of two and half years from January 2004 to June 2006.

2.0 OVERALL SUCCESSES AND CHALLENGES FOR THE YEARS 2004 AND 2005:

2.1 Programmed Successes

The programme made good progress towards achievement of its goal and the intended outputs. It provided training on *Integrated Solid Waste Management with Entrepreneurship Perspectives* to service providers and municipal officials in 6 municipalities in Tanzania, 2 in Kenya and one in Uganda. Municipal officials and Informal Economy operators have also been trained on *Local Employment in the Informal Economy* in 5 municipalities in Tanzania. Altogether over 340 participants have directly benefited from the Integrated Solid Waste Management with Entrepreneurship Perspectives training programmes which have been conducted by local institutions in the three East African countries using developed training materials. Service Providers associations have been created with the facilitation from the programme to enhance representation and voice in the informal economy. As per the Baseline Study report submitted in May 2005, the programme had created 3000 jobs against the targeted 4000 at the end of the programme. It is expected that in the final analysis the programme will contribute to broad policy development on issues related to poverty reduction, municipal services delivery, employment creation through advice and knowledge development and dissemination and local economic development and poverty reduction.

The findings from the Mid-Term Evaluation completed in mid 2005 indicated that the programme had demonstrated that participatory solid waste management has a great potential for improving livelihoods amongst the urban poor and gender equality through job creation and keeping the environment clean. By December 2005 the programme had realized a number of its expected important outputs. The achievements of the programme in this period amongst others included:

i. Training manuals on “*Integrated Solid waste management with entrepreneurial perspectives*” adapted, developed and used for training the beneficiaries in the three countries of Kenya Uganda and Tanzania, and used. More than 300 waste collection service providers and municipal health officers had been trained using the manuals in nine municipalities. The training has been conducted in collaboration with local training institutions in the three countries such Dar es Salaam Institute of
Technology (DIT) in Tanzania, Makerere and Kyambogo Universities in Uganda and Egerton University with ITDG, an International NGO in Kenya. This has resulted into improved efficiency of service provision, recycling initiatives and working conditions. The training provided a good entry for the programme activities in Kenya and Uganda after adaptation of the materials for each country. Service providers and local government authorities have acknowledged the changes in their working approach with more confidence hence, attracting more respect from communities they serve.

As quoted from following testimonies

a) "I was about to pull out from this job just two weeks before the ILO training came along. Thanks God, I had the opportunity to attend the training. What I learnt gave me courage and confidence on how to approach the community I serve so that they respect my work and pay for the services. Finally it has worked that is why I am still in this job" Mr. Lyoto of Lyoto Company in Dar es Salaam- Tanzania talking to an ILO consultant Dr. Mgana on 6th May 2005.

ii. *Programme Monitoring and Evaluation* as well as Impact assessment strategies were developed and put in place at programme and municipal level to monitor changes on the ground brought about by programme interventions. To further strengthen the monitoring system, the programme facilitated the formation of Technical Committee in each municipality with membership drawn from service providers and municipal officials amongst others, to provide technical input and monitoring of the activities as well as nature on the PPP process. 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 - whom otherwise, would have been less involved in SWM activities as testified by Municipal waste Manager of Temeke during the period “The committee meetings have provided a forum where I have an opportunity to sit and discuss with other people within the municipalities whom I had no opportunity to share ideas before. We have no other forum like this where I can seek advice on issues related to SWM. The other forums we have such as Senior Management meetings and Council Meetings talk only on other issues related to development but SWM issues are less of priority and never discussed".

iii. *Formation of Waste service providers associations* in six municipalities of Tanzania collective bargaining and experience sharing. The associations have managed to pull together service providers from different levels of experience, knowledge and status thus providing an enriched forum for experience and knowledge sharing, hence improving their working performance. Most of the associations have been registered officially and recognized by the Municipal authorities as representative bodies for the service providers. However the associations’ leaderships need to be strengthened further in the areas of leadership, advocacy and fundraising after the training needs assessment conducted during by the programme.
iv. Informal Economy training manuals for Local Government Officials and Partner Organizations to fit the Tanzania context developed and used in training of municipal authority staff and other stakeholders in promoting informal economy for employment creation and improved service delivery. During this period 90 municipal staff and informal operators were trained in three municipalities/cities. The training results have begun to surface on the ground where informal economy operators are receiving more support from the municipal officials. For example in Zanzibar informal economy operators are now abiding to regulations (i.e. paying tax/fee for cleaning services) and have been reorganized systematically for easy reach and support.

v. Programme Advisory Committee (PAC): PAC meeting took place successfully during this period. Officiated by the Permanent Secretary of President’s Office – Regional Administration and Local Government (PORALG) and chaired by the Director of Sector Coordination from PORALG Mr. Richard Musingi. The PAC was fully attended by the invited members who included officials from the Ministry of Local Governments of Kenya and Uganda as well as the Town Clerks of Jinja and Nanyuki in Uganda and Kenya respectively. The meeting provided a ground for discussions on the progress of the programme and technical input on future improvement on the implementation process. With Government representatives from the three countries of Tanzania, Kenya and Uganda in the PAC, the meeting enhanced the achievement of recognition and ownership of the programme at the government level. The PAC members acknowledged the programme contribution to the National Strategy for Growth and Poverty Reduction (MKUKUTA) and the wide demand shown in the three countries.

vi. Development and implementation of Publicity strategies for Mwanza and DSM Cities. During the period, programme facilitated the development of public sensitization campaigns directed to address the problem of low participation of community members in solid waste management activities in Mwanza and Dar es Salaam cities. The sensitization strategies were developed very participatory involving the major stakeholders i.e. the service providers through their established associations and the municipal officials. Implementation of the strategies is expected to raise public awareness and understanding on their roles and responsibility towards waste management issues and therefore improve sustainability of the activities on the ground. The public campaigns focused on three major areas of activities namely: Media publicity through radio, television and mobile public address; sensitization meetings at municipal, local leaders and community level; and publicity materials such as posters, and leaflets.

vii. Programme Internal and External reviews: Programme Midterm review was conducted by a National consultant from the University College of
Lands and Architectural Studies (UCLAS) in the month of April 2005. At the same time the programme was evaluated by **DFID-ILO partnership evaluation** team where both reports showed clearly the success and challenges faced and provided recommendations for the way forward. One of the major challenges identified by both evaluations was the high demand created by the programme and the limited timeframe of the two years, which was seen as too short for the project to fulfill the demand and realize the results and impact in particular at the policy level for sustainability.

viii. *Knowledge Sharing:* Programme staff had opportunities to participate in different Knowledge sharing workshops at national and international levels. The workshops provided opportunities to share the experience acquired in the implementation of the programme through presentations and gain knowledge on how to meet/address the challenges faced.

2.2 **Programme Challenges:**

Besides the successes mentioned above the programme also faced some challenges as follows:

i. The slow response to our communications to Local Government Authorities and other organizations for the initiation of PAC as well as efficient operation of the Technical Committees formed in the municipalities. This was partly caused by the General Election preparations for the year 2004/2005 as major key players for the programme were also entrusted with responsibilities related to elections.

ii. The development of the training materials by the Training Institutions and special studies commissioned took longer than planned as the programme demanded quality documents for sustainability. This delayed start of training programmes.

iii. Budget limitation also raised a concern to meet the created demand for training, as both the expectations and demand from the stakeholders were high. In Uganda where only one municipality has benefited, the Ministry of Local Government has officially requested for the programme support to more municipalities, the same applies to Kenya. Generally, the project has created a very clear signal of its demand from the experience gained on the ground and the political support is there in all the three countries.
3.0 QUARTERLY PROGRESS FOR THE YEAR 2004

3.1 Progress in the first quarter Jan – March 2004

The first quarter was basically an establishment period and the major activities covered issues agreed at the induction workshop which were amongst others:

- Reviewing the project documents
- Preparation of the Induction workshop and launching of the programme launching reports for distribution and records
- Preparation and finalization of work plan with corresponding objectives, activities, indicators and responsibility
- Identification of Programme Advisory Committee members
- Initiating of the DIT contract for the Training Manuals
- Visiting stakeholders and introducing the programme to them and getting initial feedback including identifying new partners
- Following up the finalization of the Arusha study
- Attending meetings and relevant workshops and seminars for knowledge and experience sharing. Two programme staff attended the Nairobi Regional Waste Management workshop in February and presented a paper on the programme. Contacts were also made with ITDG for collaboration and official meetings were held with Kenya Government Officials.
- Prepared mission reports and circulating to relevant stakeholders.

3.2 Progress in the second quarter April – June 2004:

The major activities carried out in the period under review included visits and missions to various municipalities and cities for situational analysis to establish entry strategy for the programme. As at the end of June the following municipalities had been covered; Arusha, Dares Salaam City Council, Ilala, Temeke, Kinondoni, Zanzibar and Mwanza. Tanga, Iringa and Moshi were scheduled for July and August. The prepared checklists for the franchisees and Municipalities facilitated meaningful information gathering and validated its use. Mission reports were prepared and circulated. Technical committees and their ToR were established in consultation with the municipalities and forwarded to them for project monitoring.

The training manuals under the DIT contract were at the final stages in readiness for training in the third quarter as per the work plan. The ToR for the Informal Economy was prepared and consultant institutions short listed for proposal submission. The proposals were received and evaluated and pre award negotiations were conducted and finalized in July.
Project staff participated in two workshops in Addis Ababa and Nairobi in June and made presentations on the project. The workshops have proved to be good sources of information sharing and networking.

Messrs Kees van der Ree and Tomas Stenstrom from ILO Geneva and ASIST in Harare respectively visited the programme in June end for backstopping mission

3.3 Progress in the third quarter July-September 2004

The major activities carried out in the period under review included finalizing training manuals for training of SME/franchisees and selected municipal officials on “Integrated solid waste management with entrepreneurial perspectives” and training in the three municipalities of DSM and Mwanza City where a total of 65 and 50 SMEs/Franchisees, CBOs and municipal officials respectively benefited from the training. The training process had high coverage in the media and this facilitated publicity of the programme. On the other hand, after establishing TOR for the Municipal Technical Committees in consultation with the municipalities and forwarded to the municipalities for project monitoring, Arusha and Mwanza City conducted their first Technical committee meetings during this quarter where issues of franchisees’ performance and constraints were looked into and initiatives for solutions suggested. At the same time, the programme continued to provide advice and input for the contractual agreement between the franchisees and Municipal authorities in Iringa to facilitate enabling conditions for the partnership to work smoothly.

During the period, the programme staff also worked on the development of Programme Monitoring and Evaluation as well as Impact assessment strategies. The strategies focused on providing guidance on how the programme will manage and measure changes resulting from the project interventions at all levels i.e. municipal, franchisee and workers. Participatory Strategic information gathering is very crucial for assessing the impact of the programme and therefore documenting the best practices and lessons learned for programme scaling up. ToRs for baseline study for impact assessment were developed and proposals on how to conduct the study were received from two local consultants. The results of the baseline study, which was expected to start early October 2004, will be a good foundation and basis for assessing the impact of the programme in the future.

Work on the Informal Economy Training Course Guide Adaptation also started vigorously in this quarter where TORs for the consultant institution to develop training manuals were developed and tender floated. Four institutions which included Mzumbe University, University of Dar es Salaam Consultancy Bureau, Dar es Salaam Institute of Technology and UCLAS submitted their proposals for the assignment. Finally, the University of Dar es Salaam Consultancy Bureau emerged as the winner and was awarded the contract. The work was planned to start officially in early October after initiating and finalizing an EXCOL contract.
Missions to Kenya and Uganda conducted during this quarter proved to be very successful and responsive where both Governments showed keen interest and support to the programme. Three municipalities being Nakuru and Nanyuki in Kenya and Jinja in Uganda were selected by the respective Governments to participate in the programme. In that respect, two staff from Nakuru and Nanyuki municipalities of Kenya were invited and attended the training conducted by DIT for SME/ Franchisees on Integrated Solid Waste Management with Entrepreneurial Perspective in August 2004. Negotiations with ITDG as programme’s collaborating agent in Kenya went on, with TOR developed for training manual adaptation for training to be conducted in the two municipalities in Kenya. The same was worked out for Uganda.

One project staff participated in two workshops on Knowledge Sharing in Geneva and Turin and the other attended the World Urban Forum in Barcelona, and made presentations on the programme. The workshops/forums have proved to be good sources of information sharing and networking.

Contacts were made and collaborative understanding reached with the Local Government Support Programme under support from the World Bank in the implementation of the Proposed Community Infrastructure Upgrading project in Dar es Salaam and all the three municipalities. Other contacts made followed up included SIDA and WASTE from the Netherlands for possible collaboration.

3.4 Progress in the fourth quarter October to December 2004

In the quarter under review, efforts were directed at the development of the ILO Training Guide on Local Employment in the Informal Economy, initiating and conducting of baseline studies, outsourcing a consultant for pro poor contracting and procurement systems and strategies study and following up establishment of Municipal Technical Committees, Franchisees associations and the PAC by the PORALG as the Chair. To that effect the following developments were attained:

- The IE Training manual started in November after having had two successful stakeholder consultative meetings; and the manual was expected to be completed in February 2005 by the University of Dar es Salaam Consultancy Bureau after internal and external peer review and possible inputs.
- REPOA was commissioned to conduct the baseline study and visited Ilala, Kinondoni and Zanzibar municipalities and Mwanza City. A draft report was submitted in December with final document expected in February 2005.
- A lead consultant (international) Dr. Mohamed Sohail from Loughborough University in UK in partnership with local team of experts from the prospective College of Engineering and Technology, University of Dar es Salaam was identified in collaboration with the programme back stoppers and submitted a proposal which was under review and the activity was planned to start and be finalized in the first quarter of 2005.
The Permanent Secretary finally endorsed the PAC membership and accordingly communicated to them in December 2005. Efforts were targeted through close follow-ups so that the PAC meeting could be convened by March 2005.

TORs for ISW Mgt were developed and forwarded to two institutions in Uganda and one in Kenya for adaptation of the training manuals prepared for Tanzania to suit the respective countries. Two proposals were received from Uganda, namely; Department of Environment and Natural Resources, University of Makerere and Uganda Management Institute (UMI). As for Kenya, ITDG submitted a proposal. The target was work to start in the first quarter of 2005.

Technical committees were established and actively took part in monitoring of project activities in Mwanza and Iringa municipalities. The committees have specifically been providing advice and guidance to working partnership between municipal authorities and solid waste service providers for improving the working relationship and performance. In the same municipalities, with addition of Kinondoni and Temeke municipalities in Dar es Salaam, the formation of service providers’ associations proceeded well with constitutions being developed ready for registration.

Missions carried out by programme staff included attending a UNDP PPP – UE in Cape Town and a knowledge-sharing workshop for DFID funded programmes in Montevideo Uruguay.

The programme submitted a project proposal titled “Sustainable Support for Women Enterprise and Employment Creation project for Urban Waste (SWEEP – for Urban Waste)” to AGFUND for implementation in Kenya.

The programme in the quarter under review, participated in the establishment of a task force at the Office bringing in all projects and programmes together to continually review their implementation relevance within the framework of PRSP, now renamed NSGPR i.e. National Strategy for Growth and Poverty Reduction or MKUKUTA as its acronym in Swahili.

4.0 QUARTERLY PROGRESS FOR THE YEAR 2005

4.1 Progress in the first quarter January to March 2005

In the quarter under review, efforts were directed at the completion of the development of the ILO Training Guide on Local employment in the Informal Economy, finalizing of Baseline Study report, outsourcing a consultant for Poor Contracting and Procurement systems and strategies study, strengthening of municipal M&E systems, following up on meetings convened by the established Municipal Technical Committees, formalization of franchisees associations and convening of PAC meeting by the PORALG as the Chair. To that effect the following developments were attained:
i. **Development of the IE Training manual** continued and first and second drafts submitted in March by the University of Dar es Salaam Consultancy Bureau after internal and external peer review. Programme staff reviewed the final draft.

ii. **Baseline study report** completed and final version submitted.

iii. **Study on Pro-Poor Contracting Procedures.** A lead consultant (international) Dr. Mohamed Sohail from Loughborough university in UK in partnership with local team of experts from the prospective College of Engineering and Technology, University of Dar es Salaam was identified to work on the pro-poor contracting procedures in collaboration with the programme back stoppers and submitted a proposal. Excol was established and the consultant expected to start the assignment in April 2005.

iv. **Programme Advisory Committee.** The Permanent Secretary finally endorsed the PAC membership and accordingly communicated to them in December 2005. Follow up on response from the members during this first quarter bore some fruits where positive response was received from several members such as UN-HABITAT, UNDP, DFID, Ministry of Finance, TASAF, DANIDA et al. The meeting in consultation with the Chair is now scheduled to take place in June 2005. Else, the regular meetings of the established Technical Committees formed a useful forum for programme monitoring and advice.

v. **Adaptation and Development IWSM Materials for Kenya & Uganda.** Makerere University and ITDG in collaboration with Egerton University were contracted for adaptation and development of training materials for ISW Mgt in Uganda and Kenya respectively. Development and adaptation work started during the quarter and the materials were to be ready before end of April 2005. Training in Uganda and Kenya was expected to start early May and June 2005 respectively.

vi. **The workshop to strengthen municipal M&E systems** and development of monitoring tools was held successfully in Zanzibar on 24-26th February 2005. The workshop brought together a forum of major stakeholder of the program implementation and provided an opportunity for knowledge sharing among the participants as well as peer learning on issues related to solid waste management in the municipalities. Major issues and indicators for monitoring the changes related to employment creation, decent work, OSH, service delivery improvement were identified and agreed upon. Finally the participants who were the main actors of SWM activities in the municipalities drew individual work plans to mainstream the issues and indicators in the existing M&E systems in the respective municipalities. Follow on the progress of the
implementation of the plan was to be conducted starting in the second quarter (April-June 2005) in the respective municipalities.

vii. **Service providers associations** were initiated in the Municipalities of Temeke & Ilala in Dar es Salaam city in addition to the previously formed ones in Mwanza, Iringa, Kinondoni and Arusha. Those already established continued with the registration process at the district and national level to formalize them. Regular meetings held by these associations proved to be very beneficial to the members as quoted from a member of Ilala Waste Management service providers Association saying: “These meetings have given me more confidence in my work after learning from my fellow colleagues on how to handle common problems which create challenges to our working performance. We are now organizing through our representative to meet the Regional Commissioner to express our common problems and seek his recognition for our work. We understand now it is possible as we are united with one common interest- to serve the community and make the city clean at the same time create income to our families”

viii. **Municipal Technical Committees.** Held the third meeting for City Level Technical Committee. The main agenda discussed were the programme progress for the year 2004. The members acknowledged the efforts done by the programme staff and appreciated the progress of the programme on extending its assistance to the municipalities. However they also reckoned the dragging process of the establishment of the technical committees within the DSM municipalities as a major constraint caused by political atmosphere culminated from the coming elections.
ix. **Training of service providers** on “Integrated Solid Waste management with Entrepreneurship Perspective” was conducted in Iringa municipality during the period where 42 members including municipal staff involved in waste management activities were trained. The event was well covered in the media both in televisions (DTV, ITV and Iringa TV) as well as in newspapers.

4.2 **Progress in Second Quarter March-June 2005:**

In this quarter, efforts were directed at the completion of the development of the ILO Training Guide on Local employment in the Informal Economy, supervision of consultancy work on Pro poor Contracting and Procurement systems and strategies, follow up on the operationalization of municipal M&E systems, and the Municipal Technical Committees, stakeholders publicity campaigns and Training of service providers in Kenya and Uganda. To that effect the following developments were attained:

i. **Programme progress in Dar es Salaam municipalities:** The 4th meeting for DSM City Level Technical Committee took place on 24th June 2005. The main agenda among others was to discuss on the development of publicity campaign strategies for the three municipalities directed to sensitize the community on their participation in the SWM activities as well as the progress of programme activities. Members acknowledged the efforts done by the programme staff and appreciated the progress of the programme on extending its assistance to the municipalities. However they also still reckoned the dragging process of the establishment of the technical committees within the DSM municipalities as a major constraint caused by political atmosphere culminated from the coming elections. Waste managers from the three municipalities agreed jointly to work on and submit a publicity strategy/proposal for the programme to facilitate implementation.

ii. **Extension of Programme activities in Kenya and Uganda:** Training of service providers on “Integrated Solid Waste management with Entrepreneurship Perspective” was conducted in the municipalities of Jinja in Uganda and Nanyuki in Kenya where 45 and 30 members respectively including municipal staff involved in waste management activities were trained. Trainers from the Makerere University Institute of Environment and National Resources (MUIENR as the lead consultant) conducted the training in Jinja Uganda, which took place between 8th-22nd May 2005, in collaboration with the Kyambogo University Department of Business Studies, the Jinja Municipal Council (JMC), Ministry of Local Government, Ministry of Labour and other Uganda based resource persons. In Kenya, took place between 1st-16th June, was done by ITDG in collaboration with Egerton University. The training was done by using the ILO based Start
and Improve Your Waste Collection Service (SYWCS) materials which were adapted and modified to suit the Ugandan and Kenyan situation by the mentioned institutions as consultants for the programme. The training also benefited few participants as representatives from other municipalities in Uganda such as Mbarara, Kampala and Masaka who showed keen interest to engage CBOs/SMEs in solid waste collection. The training stimulated initiatives on the ground where participants in Nanyuki municipality established an umbrella association to oversee the activities of solid waste management for income generation. The association is taking up closely on recycling issues and initiatives and has already been officially inaugurated. Future follow up were targeted on the progress made on the recycling initiatives and the impact of training. Until June the Programme has managed to train about 300 service providers and municipal officials involved in delivery of solid waste management services.

iii. **Work on Informal Economy training manuals** was completed and a final version of the manuals submitted by UCB. At the same time, work on the Study on Pro-poor contracting Procedures progressed well with initial findings being submitted in draft form by the consultant. The work was expected to be completed in the following quarter and would form a component in the IE training programme for the municipal officials.

iv. **Stakeholders’ sensitization workshop was** held in Iringa municipality on 6th –17th June. The Iringa Waste association initiated the workshop. The workshop was aimed at identifying roles and responsibilities of stakeholders and charting out strategy to improve community participation in solid waste management activities especially payment towards the services provided. Attended by a total of 65 participants comprising of major players at local level being “mtaa” chairpersons, Ward Executive officers, Ward Health officers and service providers being mainly CBOs. The workshop was successful as it provided a forum where stakeholders were enlightened with the PPP approach, the roles of each stakeholder and what is expected from them as major players in making the SWM activities successful. As remarked by many of the participants “We did not know that the CBOs have been providing these services on voluntary basis, without payment from neither the municipal authority nor community, they have done a commendable job and now they need to be rewarded, we have to work with them to make people realize the CBOs good work and start supporting and paying”. Some remarked “This is the first workshop /meeting to sit together with other stakeholders especially the municipal authority to talk on issues related to SWM; it has been a practical experience and a good learning ground for us; thanks to the ILO to make this possible!”
v. **Programme Midterm review** was conducted by the external consultant from the University College of Lands and Architectural Studies (UCLAS) in the month of April 2005 and key findings were presented at the stakeholders' workshop, which took place during the DFID programme evaluation mission in May. The Report clearly indicates programme successes and impact as well as demand in implementing the planned activities despite some constraints encountered like in initiating the PAC and other local government collaborative issues such as establishment of Municipal Technical committees. The constraints are largely attributed to the political atmosphere being attributed to the general national elections preparations.

vi. **Service Providers Association building**. TORs for training needs associations were developed and a consultant identified. The results of the TNAs will form a basis of adaptation and development of training manuals for strengthening of associations formed by the service providers for collective bargaining and therefore improving the enabling environment for the PPP successful in improving service delivery and creating employment.

vii. **Mission from DFID-ILO partnership evaluation** team. The Municipal Service Delivery Programme was one of those projects selected to be visited and evaluated by the mission. The team consisting of one evaluator Ms. Sarah Ladbury visited the programme from 24th – 26th May 2005. From the draft report, the programme was regarded as successful one; a quote from the report: “successfully implemented with a well-managed, highly motivated, gender aware team of staff… a well planned project with clear indicators of achievement, good monitoring system; excellent training materials and guidelines. Experienced Programme Manager and Officers; long established relations with CBOs due to involvement in previous municipal waste programmes. The project staff have excellent relations with stakeholders in government at municipal level and higher”. However it was also noted with concern that besides all these, the period is too short therefore it will be very difficult to realize the results and impact in particular at the policy level.

viii. **Follow up in the municipalities for the M&E improvement and streamlining** has continued and preliminary results indicated that some of the municipalities had started implementing the action plan developed during the M&E workshop facilitated by the programme earlier in the year. Development/refining of tools incorporating identified and agreed indicators have been undertaken by Kinondoni, Temebke, Mwanza and Arusha municipalities.

ix. **Participation in the PRS and UNDAF task forces**. Programme staff have been fully participating and involved in development/identification of
ILO input and contribution to the PRS and UNDAF framework. This has enabled the programme staff to clearly reflect the contribution of the project activities and results into the UNDAF framework, which ultimately contributes to the National Poverty Reduction Strategy. The efforts have also enabled the issues of solid waste management, local economic development and employment creation to be clearly reflected in the newly developed PRS framework for 2005-2010 phases as compared to the previous one.

The programme received numerous requests for assistance and collaboration from the stakeholders. The requests to assist in recycling initiatives have been officially received in proposals from the City of Mwanza and the Municipalities of Moshi in Tanzania and Nanyuki in Kenya. These requests have been received following the results of the training of service providers conducted in these municipalities (except for Moshi) in managing the waste through separation and sorting where several recyclables are collected which then need to be recycled before marketed. The programme has kept up the initiatives for future action, resources being available.

Knowledge Sharing. The programme prepared and submitted success stories and photographs for knowledge sharing fair conducted in Geneva in June 2005. The feedback received indicated a positive featuring of the programme in the fair attracting a lot of attention from the viewers.

Support to the Dar es salaam City Council and Municipalities: The programme supported the DCC and Kinondoni Municipality in participating in a week long Public Service Management exhibition event and Local Government week held in Dar es Salaam from 17th June –1st July 2005. The two events which occurred in series gave visibility of the programme activities.

The programme participated in the launching of the UNIDO Plastic Recycling Plant in TIRDO compound on 7th April 2005 launched by the Prime Minister Hon. Fredrick Sumaye. UNIDO recognized the contribution of the project through the training of solid waste collectors in DSM as contribution to the success of the plant.

4.3 Progress in Third Quarter July-September 2005:

During this quarter, major activities conducted were focused on capacity building at institutional. Major activities conducted among others included: Testing and training of stakeholders using the developed and adapted ILO Training Guide on Local employment in the Informal Economy, Development of public sensitization strategies, follow up on the implementation of municipal M&E action plans, and training impact on the service providers. Convening of PAC meeting was another major event for the programme. The following achievements were attained:
i. **Programme Advisory Committee:** Finally the PAC meeting took place successfully on 7th September 2005 during this quarter. Officiated by the Permanent Secretary of PORALG and chaired by the Director of Sector Coordination from PORALG Mr. Richard Musingi. The PAC was fully attended by the invited members who included officials from the Ministry of Local Governments of Kenya and Uganda as well as the Town Clerks of Jinja and Nanyuki in Uganda and Kenya respectively. The meeting provided a ground for discussions on the progress of the programme and technical input on future improvement on the implementation process. Major issues, which came out during the meeting, were among others: The need for targeting at Quality of Service delivery in the new PPP approach and to realize that community sensitization should be intensified to enhance the participation of the stakeholders at all levels. This requires that, policy framework, budget support by the Governments, service payment, credit availability, community awareness and strengthening of the associations of those in the Informal Economy and training in labour laws and standards are the areas the programme should direct its efforts. The PAC members realized and commended that the programme impact has been vivid and that demand is wide and high in the three countries.

ii. **Training of Municipal officials and other stakeholders in Informal Economy:**
   After completion of the Material development and adaptation by UCB in the second quarter, this quarter was dedicated to the testing and training activities. Training was launched and conducted in Zanzibar Municipality on 19-23rd September 2005, after testing of the materials in Dar es Salaam City with participants from the three municipalities of Temke, Kinondoni and Ilala and the City, which included Municipal and city officials, SMEs, and NGOs and CBOs as well as Informal Operators. The Launching in Zanzibar was done by the Minister for Youth, Labour, Women and Children Development Ms. Samia Hassan Suluhu and closed by Mr. Mapuri The Zanzibar Government Labour Commissioner. The testing of prior to launching of the training provided more input from the actors responsible to promote Informal Economy, which helped to refine the materials. More than 90 participants has benefited from the training. The training is expected to sensitize the stakeholders on the importance of promoting the IE and its contribution to the national economic growth, by identifying the constraints faced and strategies that will enhance the participation of the informal economy operators in national economic and social development. The major constraints that are cited in the municipalities where the training has been conducted include; **individualism** where operators work on individual basis and have no formal representation bodies, lack of entrepreneurial skills and credit for capital advancement and non recognition from the formal operators and
local authorities, furthermore non existence of laws or conflicting where they exist, institutional set up i.e. responsible line ministry were also identified as constraints. The strategies earmarked to enhance their participation include; opportunities for training, association building for representation and accessibility to credit facilities etc.

iii. **Follow up on training activities in Kenya**: After adaptation of training materials and training of service providers in Kenya by ITDG and Egerton. The programme conducted a follow up to determine the impact and gaps of the training. The results of the follow up have indicated that the participants have been very receptive to the training though there are areas, which need improvement such as more practical training and emphasis on specific skills such as recycling (compost making) to capture Kenyan Market for recycled products. The follow up also revealed that there is a high potential for employment opportunities in the area of recycling if proper skills will be provided to the informal groups operating in Kenya Municipalities. The Kenyan Government showed keen interest and support for the programme to facilitate the improvement of the current solid waste management situation in the country. The Kenyan Government officials have also indicated this during the PAC meeting for the programme and in the acknowledgement letter dated 23rd September 2005 from Nanyuki Municipal Town Clerk who has requested to have more hands on information experience through a study tour to Tembeke Municipality in Dar es Salaam. About 300 service providers and municipal officials involved in the delivery of solid waste management services had benefited from the capacity building activities by the reporting period. The following are the views from some of the training beneficiaries as quoted from the “**Environmental Sanitation Field update publication of 05 September 2005**”;

1. Mohammed Emukhama from Kakamega Municipal Council *“The training was very good. It has made me open up and knows things like waste recycling that are non-existence in Kakamega. I also learnt about EMCA. I am aware that there are people on the ground who are supposed to enforce EMCA in Kakamega but they are not active”*.

2. Nancy Kagure Mbugua- Sociologist- Nanyuki Municipal Council; *The training was very important and helpful. I learnt a lot of things that I had never heard about especially about EMCA and NEMA. The most important thing that I heard is about change of attitude. Most people feel that it is not their duty to help manage the level of waste in their areas of residence and mainly see it as the duty of the council. From the training I have learnt that all of us should be responsible for our own waste and therefore environment”*.

3. Peter Mudina, proprietor, Rural Tree Nursery, Nanyuki: *Kweli Taka ni Mali (It is true waste is money). That is the main thing I learnt. I did not know about waste issues until I came to the training. I used to just dispose off my waste into the dug out pit and throw the hazardous waste into the pit latrine. Now I realize that I could actually utilize the waste to earn some money. I learnt about business management issues. I now know better ways to managing my business. I also learnt a lot on waste recycling. When I go back home I am going*
to branch out to organic waste recycling for composting and begin my own business using the skills I learnt.”


“I thought I knew all about waste because that is my area of profession, but this training has taken me to a higher level in these issues of waste management. Initially we were just in the waste business because we feel we had nothing to do but now, I have come to appreciate and enjoy my work because of the training and feel important because I am helping to improve the environment. I learnt about business planning. Can you believe it? I can actually make a business plan for the whole year and try and follow it? I have also learnt about the importance of partnerships and that I cannot work alone”.

iv. **Development of Publicity strategies for Mwanza and DSM Cities**
The programme facilitated the development of public sensitization campaigns directed to address the problem of low participation of community members in solid waste management activities in Mwanza and Dar es Salaam cities. The Sensitization strategies if well implemented are expected to raise public awareness and understanding on their roles and responsibility towards waste management issues. The public campaigns focus on three major areas of activities that are: Media publicity through radio, television and mobile public address; sensitization meetings at municipal, local leaders and community level; and publicity materials such as posters, and leaflets.

v. **Service Providers Association building.** A Local consultant was appointed to undertake Training Needs assessment for the associations established by the service providers in the municipalities. The consultant has completed the fieldwork in the municipalities where service providers have established associations as representation bodies. The assessment was conducted in the three municipalities of DSM, the City of Mwanza, and Iringa & Arusha municipalities. The report for the training needs was expected to be completed in the fourth quarter, after which training materials would then be adapted and developed to address the needs identified to build the capacities and empower the associations to have representative voice and collective bargaining of the member-based associations, so as to influence decisions that will enhance performance of solid waste collection services on one hand and employment creation and income generation of the members on the other.

vi. **Finalization of Pro-Poor contracting study**: The draft report received was reviewed and improved by inputs from Waste managers from DSM municipalities. To effect these, two extraordinary meetings of The City Level Technical committee were conducted for the members to provide input to the draft report. The report was under finalization at the end of the reporting period.

vii. **Follow up in the municipalities for the M&E improvement and streamlining continued and preliminary results indicated that some of the**
municipalities had good progress in implementing the action plan developed during the M&E workshop facilitated by the programme in February 2005. The municipalities of Kinondoni, Temeke, Mwanza and Arusha have undertaken Development/refining of tools incorporating identified indicators.

viii. **Knowledge Sharing**: The Regional Programme Manager (RPM) attended and made a presentation at the workshop on “Public Private Partnerships for Urban Poverty Reduction” that was held in Turin from 27-30 July 2005.

### 4.4 Progress in Fourth Quarter October-December 2005:

During this quarter, major activities conducted were focused on completing the following major planned activities; Training of service providers in Arusha municipality, finalization of the TNA for the service providers associations, making intensive follow up to assess the impact of training as well follow up on the progress in the establishment of M&E systems in the municipalities and progress in the operations of Technical Committees, following up on impact of training in Uganda and conducting a situational analysis on the status of Urban Waste Management for Somali municipalities with UN-HABITAT and UNOPS. Proposal/concept papers for programme extension were also developed during this period. Detailed progress is as hereunder:

i. **Training of Municipal officials and other stakeholders in Informal Economy:**

After completion of the Material development and adaptation, testing and finally launching of the training program took place in Zanzibar Municipality in the third quarter and in Mwanza City from 3rd -7th October for staff and other stakeholders. The participants to the training were drawn from various departments in Mwanza City Council, MFIs, NGOs, Waste franchisees and the informal economy itself. Two disabled men were among the 35 participants who benefited from the training 7 being women.

ii. **Training of service providers** using the developed and adapted manuals on “Integrated Solid waste management with entrepreneurial perspectives” was conducted in Arusha Municipality (now elevated to City level) in November 2005 where 45 participants 17 being women comprising of CBOs, SMEs, and municipal health officers benefited. The training was conducted by Dar es Salaam Institute of Technology who also developed and adapted the manuals.

iii. **Follow up on training activities in Uganda**: Follow up to assess the impact and identify gaps took place from 24-28th October 2005 in Jinja and Kampala municipalities. The follow up provided an on the ground information on how the training was perceived and if at all was beneficial to the participants, which also provided a window for future improvements.
Results of the follow up indicated that Jinja Municipality is at embryonic stage in establishing PPP in solid waste management. They need constant support from the programme as well as the Ministry of Local Government to facilitate successful engagement of the private sector in providing improved solid waste management services and ultimately creating employment to the poor people. Though Kampala City has started engaging private sector in SWM, there still is a lot to be done in terms of establishing policy framework and by-laws for the PPP to work efficiently. To compliment the findings, the Ministry of Local Government submitted a request letter to ILO for further assistance in these areas and up-scaling to more municipalities.

iv. Development and implementation of Publicity strategies for Mwanza and DSM Cities:
The programme facilitated the development of public sensitization campaigns directed to address the problem of low participation of community members in solid waste management activities in Mwanza and Dar es Salaam cities. The implementation of the strategy in Mwanza started late in December and was delayed due to the extended National elections timetable. For Dar es Salaam Municipalities, implementation is expected to start in early 2006 after the completion of the election. These sensitization strategies, which have been developed very participatorily involving the major stakeholders i.e. the service providers and the municipal officials if well implemented are expected to raise public awareness and understanding on their roles and responsibility towards waste management issues. The public campaigns focus on three major areas of activities that are: Media publicity through radio, television and mobile public address; sensitization meetings at municipal, local leaders and community level; and publicity materials such as posters, and leaflets.

v. Service Providers Association Building. A Local consultant was appointed to undertake Training Needs assessment for the associations established by the service providers in the municipalities. The consultant did fieldwork in all six municipalities where service providers have established associations as representation bodies. Final report for the training needs has been submitted. Adaptation and development of the training manuals and the training programme was set to take place in the year 2006. The Training manuals could not be developed in this period as expected due to delay in submission of the report by the consultant which was caused by constraints beyond her control such as power cuts which affected Dar es Salaam City for more than three weeks in the months of October and November.

vi. Situational Analysis in Somalia:
The National Programme Officer (CP) conducted Situational assessment on Sanitation, Solid Waste Management (SWM) and Disposal in selected
municipalities in the Republic of Somaliland (RoS) and Puntland State of Somalia (PsoS) for preparation of a framework for development of an appropriate, sustainable waste management systems/strategy. The mission was also aimed at providing expertise in and selling the programme concept of PPP, labour and social aspects of SWM, and sensitizing stakeholders through a presentation made at the Hargeisa Urban Workshop and Puntland Urban Forum organized by UN-HABITAT /SUDP. Consultative meetings for gathering inputs for developing an appropriate strategy for SWM in the Somali situation as well as identification of training and other needs for enriching the proposed SWM programme for Somalia were held. The mission was successful such that the PPP concept and Dar es Salaam experience attracted the stakeholders who basically agreed to adopt the concept in implementing the SUDP component of SWM, which is funded by EU and UNDP.

vii. Knowledge Sharing: The RPM attended and made a presentation at the KS workshop for DFID funded projects in Cambodia in December 2005. The workshop also provided an opportunity for the RPM to discuss on future planning for the programme upscaling/extension.

5.0 IMPLEMENTATION PROGRESS FOR THE YEAR 2006.

5.1 Progress for the period January to June 2006:

In the period under review, efforts were directed at the completion of the remaining project activities for smooth closure of the programme in June 2006. Taking the advantage of Project no cost extension of three months from April to June, the programme made a budget review and revision to accommodate more activities. In this regard that, the programme directed its efforts on the following major activities; training municipal staff and stakeholders in more municipalities on Local employment in the Informal Economy using the developed and adapted training guide for Tanzania; formalization and strengthening of franchisees associations; preparation for Knowledge sharing at policy level through Urban forum; Implementation of Publicity and sensitization strategies as well as Publication of materials. The programme also made efforts to develop three concept/proposals for resource mobilization for programme extension, one for SIDA, one for the Netherlands and one for DFID-ILO partnership. Finally the programme conducted its final evaluation. To that effect the following were achieved.

i) M&E feedback workshop for Municipal Waste Management Officers/Managers was held in Mwanza city from 8-10th March 2006. The workshop was aimed at obtaining feedback and sharing experiences on the implementation of the action plans in their respective authorities. The workshop
also provided an opportunity for the participants to, preparation of future action plans and looking forward to address challenges and issues faced in the implementation of solid waste management in their municipalities. The Mwanza workshop was a follow up of another workshop held in Zanzibar in February 2005 which was aimed at equipping the same participants with skills related to development of monitoring and evaluation tools that includes progress report writing with critical analysis of achievement, good practices and recommendations for improvement with qualitative and quantitative gender segregated data. It was observed an during the workshop that the participants who the responsible officials for managing SW in their municipalities recognised that having a strong and workable M&E system is an important tool to strengthen the management of solid waste collection and disposal and that the workshop provided a good forum for the solid waste managers to share experience and learn from each other, measure performance of M&E in their authorities and identify best practices initiated and implemented by their colleagues for adaptation in their areas, hence improving the SWM activities and therefore enhancing jobs creation.

ii) Service Providers Association building. After undertaking Training needs assessment for the associations established by the service providers in the municipalities in the year 2005. The Center for Continuing Education of the Dar es Salaam University in collaboration with the consultant who undertook the TNA were contracted to develop and adapt the ILO training materials for Association Building to address the identified needs. The materials have been developed and training conducted where 30 participants comprising of four individuals from each association being at the position of Chairperson, Secretary, Treasurer and a member of executive committee as well as a municipal /city community development officer from six municipalities /cities attended. The three days training took place in Dar es Salaam from 26-28th June 2006. The training emphasized issues related to groups management, constitution development, communication, lobbying and advocacy as well as fundraising and financial management is expected to promote and strengthen the association’s mode of operation and improve their bargaining capacity. Input from the training, which also acted as a testing ground, is being incorporated in the materials for further refinement.

iii) Training of municipal officials and other stakeholders on Informal Economy. After completion of the Material development and adaptation, testing and finally launching of the training programme in Zanzibar Municipality and in Mwanza City from in the year 2005, training was again conducted in five more municipalities in Tanzania, these are: Temeke, Kinondoni and Ilala in Dar es Salaam city, Arusha, and Tanga. The training was made possible after budget revision done in early this year 2006. As usual the participants to the training were drawn from various departments in the municipalities, MFIs, NGOs, Waste franchisees and the informal economy itself. The training covered quite a substantial material on IE including related regulations, (legislation, Acts, Rules,
Laws/bylaws) which are contradicting on IE issues, Institutional Framework for IE, Procurement Act, etc. This was to ensure participants change their attitude and think of recognizing, understanding and supporting the improvement of IE. It was evident from the training that the IE regulations and particularly national policies are unknown and also contradictory. There are also four or more ministries in Tanzania dealing with IE or related issues and there is confusion when it comes to a problem follow up. Participants of the training have brought it up requested ILO to facilitate and advocate for the government to have if possible a mother ministry dealing with IE issues.

iv) Urban Forum. The programme organized an Urban Forum in June 2006 where main actors and policy makers at Local Government level in the three countries of Uganda, Kenya and Tanzania came together to share experiences and contribute on the way forward to have a national strategy to improve solid waste management with the focus of creating more employment to the urban poor. More than 120 participants comprising of Municipal and city Directors, Mayors, and Technocrats as well as other stakeholders in management of solid waste. The theme for the forum was “Towards Integrated Solid Waste Management Strategy in Tanzania” and one of the major the expected outputs were to have a way forward on how a SWM strategy can be developed which will then facilitate the development of National Policy for SWM. Case studies on good practice in managing SWM were presented from the city of Mwanza, Moshi who have in the last two years been declared as cleanest cities/towns in Tanzania and the PPP approach used has facilitated the achievement especially in Mwanza city after the programme support. This is a major step to advocating for policy formulation to guide the PPP approach in solid waste management and hence employment creation. The report for the forum is prepared.

v) Implementation of Publicity and Sensitization Strategies for DSM. The programme facilitated the development of community sensitization strategy for the Dar es Salaam city, which include its three municipalities of Temeke, Ilala and Kinondoni. The strategy focused on; documentary production for TV and radio; production of EIC materials in the form of posters, leaflets and booklets in simplified Swahili language providing information to people related to guidelines on sensitization process, bylaws guiding SWM, entrepreneurship in SWM,; and sensitization of policy makers such as political leaders at mtaa and ward level ( Mtaa chairperson s and Councilors ) through workshops. The implementation of these activities were still ongoing as of June 30th 2006 and due to the limited time only draft EIC materials have been produced and not yet printed.

vi) Publication of Materials. After development adaptation and review of the training materials after conducting training in several municipalities, the programme is now in the process of printing with ILO copyright. The materials in Integrated “Solid Waste Management with Entrepreneurship Perspective” for both Tanzania, Kenya and Uganda ” and Informal Economy training manuals for Tanzania, the programme have prepared in consultation with ILO Geneva for
vii) Programme Final Evaluation. A team of two internal consultants has been engaged to conduct a final evaluation for the programme. The Evaluation, which began in May 2006, was in the final stages. The evaluation is aimed to assess the performance of the programme in the three countries of Tanzania, Kenya and Uganda with regards to its objectives in all respects including to identify lessons learned and good practices that might be applicable in other projects dealing with employment creation, and PPP approaches and that will facilitate replication or further extension of programme activities. The results of the evaluation are envisaged to be disseminated to stakeholders especially the Ministry of Local Governments in the three countries and the municipal and city authorities who are the main programme partners and the funding Agency, DFID.

viii) Knowledge Sharing. The Regional Programme Manager attended Knowledge sharing workshop in South Africa during this period where he made presentation and shared the experiences of the programme in “Employment Creation in Municipal Services Delivery” with other projects in the Region 26-28 February 2006.

ix) Development of Sprout/Proposals: Two TC-SPROUTs for programme upscaling have been developed waiting to be submitted for DFID and, Netherlands funding consideration. Local resource mobilization continued where a concept paper and then a full proposal for Lake Victoria initiative was submitted to SIDA in Nairobi.

6.0 PROGRAMME MANAGEMENT MEETINGS:

The Programme Management meetings held weekly proved to be a useful forum of closely monitoring project implementation and management issues. The circulation of the minutes proved to be a convenient way for updating project progress, appraising the, Integration and other technical departments in Geneva, the Director, technical back stoppers for on time advice and guidance as well as other projects at the Area office, for information sharing, comments and feedback for continuous improvement to attain the programme goal.

7.0 OVERALL ACHIEVEMENTS AND CHALLENGES:

Until end of the June 2006, the programme had almost achieved nearly all of the outputs planned within the two years of implementation period. The Urban Forum organized in collaboration with Association of Local Government Authorities Tanzania (ALAT), provided a major opportunity for the programme to initiate a step forward for advocating for policy formulation to guide the PPP approach in solid waste management as a sustainability measure to
achieving employment creation through Informal Economy promotion. With participation of Policy makers and technocrats from the three countries of Tanzania, Kenya and Uganda enhanced the achievement of recognition and acknowledgement of the PPP approach promoted by the programme at the government level through the few case studies shared. Successful adaptation and development of materials for “Integrated Solid Waste Management with Entrepreneurship Perspective”, “Informal Economy Training Manual for Local Government Officials and Partner Organizations”, and the “Small Business Association Training Manual” facilitated the smooth training of major stakeholders including the municipal staff. The training promoted the issues of decent work including OSH and child labour as well as understanding the IE among the stakeholders. There is a vivid change on the attitude of stakeholders towards the issues of OSH in the municipal service delivery and many are advocating for better working conditions for the service providers and workers as indicated during the Urban Forum. However the attitude change which is beginning to surface need to be supported with policies and strategies in place. More time is needed for the programme to continue facilitating the process, which has just started. The need for policy existence to support SWM need to be established not only in Tanzania but also in Kenya and Uganda, more need to be done in the two countries of Kenya and Uganda to achieve what has been achieved in Tanzania. And this is within the East African Community co-operation endeavour and framework.

8.0 FINDINGS OF THE PROGRAMME FINAL INDEPENDENT EVALUATION:

A team of two national consultants were engaged to conduct a final evaluation for the programme. The Evaluation, which began in May 2006, was completed in mid July 2006. The evaluation aimed at assessing performance of the programme in the three countries of Tanzania, Kenya and Uganda. Assessment reviewed programme’s objectives in all respects including identifying lessons learned and good practices that might be applicable in other programmes dealing with employment creation, and PPP approaches and that will facilitate replication or further extension of programme activities.
8.1 The findings of the evaluation include:

i) The programme undertaking has been a success in the sense that a number of municipalities in the Eastern Africa where the programme is based have shown interest in participating in the project. This is clear evidence of acceptance of the programme’s concept of private-public-partnership (PPP) as a means of employment creation in municipal services delivery. Those municipalities that have put into practice the concept had the expected results. Review of programmes documents show that the it created over 4,000 jobs about 50% of which belong to women. Field visits made by the consultants during the evaluation exercise witnessed many men and women engaged in solid waste management activities.

ii) Notwithstanding the current achievement by the programme, further growth and sustainability of private sector involvement in Municipal solid waste management activities is predetermined by external factors that were not part of the objectives of the programme. A typical example of such external factors is the immediate need of secondary transportation capability by the waste collectors for transportation of wastes from collection points (i.e. because of highly successful primary collection services) to dumpsite(s). The other external factor is low-level compliance of payments of refuse collection charges by the beneficiaries of the primary services rendered. ILO programme initiative realized exclusive carrying out of primary solid waste collection in partner municipalities by private solid waste collectors. However, high performance in primary solid waste collection must be adequately backed-up by secondary transportation capability, which normally requires high initial capital investment. Private solid waste collectors majority of which are in form of CBOs, and SMEs have unquestionable capability for the primary solid waste collection that normally does not require heavy investment, however, they do lack capability for the secondary transportation of wastes.

iii) Further development to sustainability of private waste collectors need resolute support from public, municipal authorities and high and low profile political officials. This support is possible only after public, municipal authorities and high and low profiles political officials having being exposed to intensive sensitization on the benefits of private-public-partnerships (PPP) in solid waste management in the context of ILO programme advocacy. Low support extended to private solid waste collectors is primarily due to ignorance on the part of the beneficiaries (i.e. public, municipalities and local authorities) on the overall benefits of private sector participation in municipals’ solid waste management activities.
iv) ILO is in better position to influence Government policies in three countries (Kenya, Uganda and Tanzania) so that solid waste management is given due priority it deserves within the context of ILO programme concept ideals. That is unlike the prevailing low priority levels in terms of budgetary allocations, policies and political support given to solid waste management in the Eastern Africa countries.

v) Municipalities are making significant gains from the ILO project particularly in three aspects. First gain is financial savings from funds equivalent to about what the private sector is spending in municipal solid waste management activities financed directly by the beneficiaries of the services. Second gain is that municipalities are cleaner than before the programme started and third gain is that municipalities are now experiencing better sanitary living and working conditions. In this respect, attributes to better living and working conditions constitute better accessibility to settlements, better public health, and fewer blockages of drainage systems and in the overall aestheticism of municipalities has improved.

8.2 Lessons learned from the implementation of the programme are:

i) Primary waste collection beneficiaries need extra sensitization impetus to pay refuse collection charges:
Households constitute the majority of the beneficiaries of the primary waste collection services rendered by waste collectors and thus account for a significant proportion of the revenues due to waste collectors. The households are not sensitized enough to willingly pay the refuse collection charges. Sustainability of private waste collectors activities need political support primarily from the municipal authorities that will culminate to sensitization of the households in paying for the services rendered.

ii) Secondary transportation of wastes is a major weakness in the performance of waste collectors’ organizations:
The ILO programme has been highly successful in training of waste collectors as evidenced from a very successful primary waste collection (i.e. collecting the wastes from households/communities to collection points/transfer stations) done by the private waste collectors. Almost in all municipalities where it is implemented primary waste collection is almost exclusively done by private waste collectors. However, secondary transportation of wastes (i.e. transportation of wastes from collection points/transfer stations to dumpsite) has been a major weakness in the performance of waste collectors. The main reason for the weakness is that private wastes collectors do not have the capacity in terms of availability of refuse trucks needed for long
haul of wastes to dumpsite. Private waste collectors that have trucks are experiencing operational costs that hardly match with revenues collected from refuse collection charges. Though Municipal councils collaborate with waste collectors in secondary transportation of wastes is not sustainable in the long run.

 iii) False Municipalities’ capability in secondary transportation of Wastes:
Currently all municipalities participating in the programme are partially involved in secondary transportation of wastes from primary waste collection points to dumpsites. However, this is a false capability and is not sustainable in the end while now it is a major constrain to achieving secondary transportation of wastes. Municipalities have inadequate capacity to handle secondary transportation of wastes effectively. Trucks involved in secondary transportation of wastes to dumpsites in most Municipalities are hardly acquired from sustainable internally generated Municipal revenues instead; they are acquired through special programmes. These include grants from central government; World Bank programmes (e.g. Urban Sector Rehabilitation Program (USRP), or bilateral cooperation between countries (e.g. Japanese Government donations of refuse collection trucks to municipalities through Japanese International Cooperation Agency (JICA)) that do not need payback of the investment made. With this understanding, one wonders why similar arrangements cannot be extended to private solid waste collectors for enhancing their secondary transportation capability even with pay back agreements over time. Such arrangements are a real possibility when public; municipalities and local authorities are highly sensitized on benefits of private sector participation in Municipal solid waste management activities.
8.3 Good practices that might be applicable in other projects dealing with employment creation

**i) Diversification of ILO programme ideals/approach to include other types of informal sectors:**
The ILO programme approach has so far realized creation of over 4,000 jobs in solid waste management in municipal authorities that are participating in the project. The majority of the jobs cater for unemployed urban/peri-urban dwellers with low to moderate skills backgrounds. This good practice might be applicable in other projects dealing with employment creation within the context of PPP approach. Consultants’ field visits to various municipalities during the evaluation exercise had observed potential informal economy activities recommended for taking on board in the ILO programme and realize similar benefits. These informal economy activities are: petty trading, income generating activities like food vending (i.e. ‘mama lishe’) (Zanzibar and Iringa), garages for mechanics and other electro-mechanical repair trades’ (Mwanza) and lake Victoria fish frying and sale of other by-products from the lake (Mwanza). These are few examples of informal economy activities found to be potential in employing many men and women and fits well in the ILO programme approach. Discussion with those currently involved in these activities reveals that training and enabling environment are the impediments to full development of these sectors.

**ii) Training manuals**
Local government in Uganda has a capacity-building unit, which is responsible for developing ‘training modules’ in various disciplines that are relevant for the local government activities. In this respect, the ILO choice of Makerere University that develops a training manual for solid waste management will become part of the training module documents within the unit of capacity building in the local government. The advantage of this approach is that future projects on capacity building in solid waste management that might take place in any local authority that would need training will use the already prepared training module. The ILO programme can facilitate replication of this good practice to other partners of East African countries observed to be lacking. This approach sustains ILO ideals even after programme exits.

8.4 Recommendations for the future:

8.4.1 ILO programme is highly recommended for extension in order to fulfill the following additional functions for the sustainability of the achievements already made:
i) The ILO programme is to facilitate formation of strong national units of solid waste management at local government level in the respective countries of Eastern Africa for the purpose of coordination and monitoring. In this respect, units formed in the ministries of local government in the respective countries have the authority of exercising monitoring and compliance over the local authorities participating in the project. The ILO regional office’s role then will be to provide central coordination and technical backups needed to advance programme’s objectives in solid waste management to national units located at local government level in the respective countries.

ii) The ILO programme should require municipalities participating to form units dealing with planning, supervising, monitoring and evaluation of solid waste collectors. The units should also be responsible for counseling and conflict resolution of solid waste collectors.

iii) All training done by ILO in Tanzania should be extended to Kenya and Uganda as well.

iv) The emerging needs borne out of the ILO programme undertaking should be identified and further taken forward.

v) The ILO programme to identify and spread workable technologies/approaches developed in respective countries and spread the same through facilitation to the rest of countries of East Africa.

8.4.2 Based on field observations made in Uganda particularly with “Nansana Twezinde” CBO, and in Kenya, achievements realized in recycling of solid wastes by the Nakuru municipality’s active groups involved in solid waste management, ILO is advised apart from concentrating on a single/few training institutions it should also outsource technical expertise to address specific needs/issues of solid waste management participants. Examples under this scenario include, innovative technologies that will diversify products derived from solid wastes compositions on the basis of recycling. Such technologies are not necessarily found in a single institute. This approach widens revenue sources catchments for solid waste collectors’ organizations.

8.4.3 The ILO programme is advised to extend its soliciting efforts to secure funds for enabling solid waste collectors diversify solid waste based activities from national and international organizations that have missions that could be linked to ILO programme agenda. Examples of such organizations are Green Towns Project (Environmental and Urban Development programme) funded by Dutch Government; GTZ Small
Towns projects, which used to give loans to groups involved in Solid Waste Management and World Bank Micro Project; Living Earth.

8.4.4 The ILO programme is advised to encourage exchange of experience gained by different solid waste partners e.g. contractors within and without the country. There is a lot to learn among the groups involved in solid wastes in the three countries Kenya, Uganda and Tanzania. ILO is recommended to publish a detailed ‘Eastern African solid waste collectors/franchisees Directory’. Such a ‘Directory’ would show addresses of Municipalities participating in the programme and their respective contact persons. The directory would also show names and addresses of franchisees, contact persons and their respective activities. The directory is for distribution to ILO partners for easy contacts and possible arrangements of exchange/sharing of expertise/experience among them.

8.4.5 Parallel to the publication of an ‘Eastern African solid waste collectors/franchisees Directory’, ILO is also advised to facilitate regular publication of a ‘Newsletter/News brief for the ‘Eastern African solid waste collectors/franchisees’ for the purpose of publicity and expertise/experience sharing among the waste collectors/managers.

9.0 PROGRAMME IN PERSPECTIVE:

9.1 Programme’s Continued Justification

Urban areas of developing countries are growing at an unprecedented rate. Africa having the world’s highest urbanization rate at 4% with 37% of its population living in urban areas in 2001, the population is expected to rise to 53% by 2030. Local governments have been unable to satisfy the growing need for services and shelter, and, as a result between 50 and 70% of urban areas in Africa are informal with inadequate services, resulting in overcrowded and unsanitary living and working conditions. Lack of decent work opportunities is a major dimension of urban poverty in these areas and the majority is forced to earn a living in the informal economy where conditions and security are poor. ILO estimates that 88 million young women and men are unemployed throughout the world. This places the youth share of the total 186 million unemployed persons globally at 47%, a particularly troublesome figure given that the youth make up only 25% of the working age population. (UN Report to SG July 2005). City and municipal authorities together with local stakeholders, have therefore a key role to play in ensuring that urban development strategies effectively address employment creation. Engagement in Public Private Partnerships (PPP) can lead to both the generation of decent jobs and improved service delivery under the right conditions, particularly when these partnerships are pro-poor and promote the involvement of local communities and enterprises (the Informal economy) for Local Economic Development. The experience acquired in the implementation of the two year Programmes “Employment Creation in Municipal Service Delivery in Eastern Africa- improving the living conditions and providing jobs for the poor”
and “Promotion of Entrepreneurial Skills Development” has laid down a good groundwork with successes on the ground being visible in terms of enterprise development, employment creation and cleanliness of environment, hence contributing to MDG 1 on poverty reduction, the MDG 8 target on youth employment, as well as MDG 7 on environmental sustainability. PPP approach is being accepted and is now part of the national development frameworks (including PRSPs) of Tanzania Kenya and Uganda. However, there is a need to establish national level policies and institutional framework through success stories, which provide evidence base. The support from Social Partners and policy makers is important to build a strong coalition in support of pro-poor, gender sensitive service delivery mechanism for enhanced employment opportunities. Moreover an exit strategy needs to be established which will allow the sustainability of the programme activities at local and National level. Recent studies by ILO (2005) on Pro-Poor procurement contracting approaches in the municipalities showed some shortfalls in the system with many high entry barriers for CBOs/CBEs and SMEs, which need to be lowered. The barriers limit CBOs, SMEs, and the overall informal economy participation in delivering services through normal contracting procedures, hence forcing them to remain unrecognised and therefore operating in a non-supportive environment.

9.2 Areas of further work in Municipal Services Delivery:

(i) **The social protection, including occupational safety and health** conditions, of the workers in the Informal Economy are still poor. Young women and men with and without disabilities for whom these jobs are often the only income-generating option available, remain most vulnerable, with low wages and no security measures in terms of health and compensations due to the lack of businesses with strong associations or co-operatives for collective bargaining.

(ii) **Lack of entrepreneurial skills and accessibility to credit and loan** for the micro enterprises, community-based groups and women and men, and especially youth, has been a concern by the local authorities. The latter face the challenges of dealing with unemployed youths due to the growing urbanization. For example, in Tanzania, of the 34 million population, 33% are youth and 68% of the active labour force is young people. According to labour force survey of 2001, unemployment rate of the whole country was 12.9% with **almost half of the unemployed living in urban areas.** 46.5% of active people in Dar-es-Salaam are un/under employed. Unemployment in other urban area is 25.5% and for rural is 8.4%. 700,000 youth enter the labour market each year with only 40,000 getting employment in the formal sector. This situation is not different from the other East African countries. Employment opportunities can therefore be harnessed from the urban informal economy, which is characterized by self, employed individuals
and privately owned enterprises producing mainly services or other non-tradables.

(iii) Access to loan facilities requires collaterals, such as fixed assets, which many youth groups, who enter the informal economy, do not have. **A credit guarantee scheme coupled with entrepreneurial skills development can facilitate the promotion and support of youth by creating enabling environment for formation and expansion of micro enterprises and community based groups by, thereby accelerating economic growth and decent jobs creation.** This is in line with national policy on SMEs development and National Strategy for Growth and Reduction of Poverty for Tanzania, as well as Poverty Reduction Strategies for Uganda and Kenya.

(iv) **Decent jobs creation is a key way out of poverty** as identified in the World Report on the Social Dimensions of Globalization and adopted by the Africa Union Heads of State in September 2004 in Burkina Faso. In support of the DWCP, the proposed programme will contribute to global, regional and national development goals, especially MDG 1, 7 and 8, the Ouagadougou Declaration of the 2004 Extraordinary AU Summit and the national development frameworks. Programme continued to support the DWCP of all three countries, especially the priority area on Poverty reduction through creation of decent work opportunities with a focus on young women and men, as explained more in detail in the sections below.

(v) Past experiences in developing countries, **issues which have perennially received very little financial support** predominantly from short-term projects and programmes and which will continue to receive more attention include:

- solid waste management
- liquid waste management
- sanitation
- urban agriculture
- urban greening and management of open spaces

![Horticulture development and fishing under a small holder Irrigation scheme](image-url)
• storm water drainage and erosion protection
• slums upgrading
• urban transportation
• managing petty/informal trading

The need for petty/informal trading physical infrastructure
• employment creation/income generation
• managing extraction of building materials.

Therefore, these offer new areas the programme’s established learning curve could be of added value for possible intervention on incremental approach to alleviate urban poverty, more resources being available.

10.0 APPENDICES:

• Detailed Workplan with Planned Programme Outputs, Strategies, Activities, Indicators and extent of achievements. – As a Programme End Progress Report.
• Programme Launching speech by Deputy Minister PO-RALG – 21 January 2004
• PAC Chairman Launching speech 7 September 2005
• URBAN Forum Opening speech by Minister PMO-RALG – 19 June 2006
• Programme Issues and Activities in Press.

Request for more information may be sent to:
Director
ILO Office for Kenya, Somalia, Tanzania and Uganda
P.O. Box 9212
Dar-es-Salaam
Tel: +255-22-2126821/4/6
Fax: +255-22-2126627
E-mail: jschwettmann@ilo.org or salewi@ilo.org, salewi@hotmail.com

July 2006
APPENDICES
### ANNEX 1
EMPLOYMENT CREATION IN MUNICIPAL SERVICE DELIVERY IN EASTERN AFRICA- IMPROVING THE LIVING CONDITIONS FOR THE POOR.

### ANNUAL WORK PLAN FOR JAN- JUNE 2006. – PROGRESS REPORT

<table>
<thead>
<tr>
<th>OBJECTIVE 1: Capacity Building for Municipalities</th>
<th>STRATEGY: Using the ILO revised versions of the training guide on IE, identified personnel in the municipal authorities as well as from the private sector and potential partners will be trained. The versions which are to be revised to suit the needs of the municipals will be streamlined and adapted in the municipal training operation manuals.</th>
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<tbody>
<tr>
<td>OUTPUT 1: Adapted versions of the ILO training guide on local employment in the Informal Economy (IE) developed and local trainers trained to use in the participatory and inclusive decision making process to identify potential partners and how best to involve them in service delivery for the poor</td>
<td>Indicators include:</td>
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<td></td>
<td>✓ SMEs are obtaining and successfully implementing franchise contracts for service delivery</td>
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<td></td>
<td>✓ Decent work policies and programmes based on IE and PPP adopted by Local Governments</td>
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<td></td>
<td>✓ Improved capacities among municipal authorities and local enterprise development institutions to support the creation of MSEs and CBOs for waste collection service delivery</td>
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<table>
<thead>
<tr>
<th>List of activities to achieve this output</th>
<th>Performance measurement indicators</th>
<th>J</th>
<th>F</th>
<th>M</th>
<th>A</th>
<th>M</th>
<th>J</th>
<th>Progress Comments</th>
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41
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<tr>
<th>1.1 Identify consultant for manual development of IE</th>
<th>✓ TOR prepared and floated ✓ Consultant appointed</th>
<th><strong>Completed in 2004.</strong> University of Dar es Salaam Consultancy Bureau (UCB) was identified as an external collaborator to develop and adapt the training manuals on IE and also conduct the training using the manuals.</th>
</tr>
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<tbody>
<tr>
<td>1.2 Develop and adapt training manual (Trainees) from ILO training guidelines and translate them in Swahili.</td>
<td>✓ A training manual in both Swahili and English versions in place</td>
<td>Manual Development Completed in 2005. Manuals in both English and Kiswahili were developed and tested for input and refinement before being used for training. Manuals in the process of being officially printed and published for copyright.</td>
</tr>
<tr>
<td>1.3 Facilitate training of municipal staff and other stakeholders in IE.</td>
<td>✓ At least 3 Municipalities trained ✓ A minimum of 30 staff of municipalities and other stakeholders trained. ✓ A Training report</td>
<td>Training conducted in 7 municipalities in Tanzania being Temeke, Ilala and Kinondoni in DSM city, Zanzibar, Tanga, Arusha and Mwanza city. A total 240 municipal staff and other stakeholders have been trained in the two years of programme implementation period. 90 were trained in 2005 and 150 trained in the year 2006. Training report has been submitted.</td>
</tr>
<tr>
<td>1.4 Follow up the impact of training in at least 3 selected municipalities</td>
<td>✓ Training evaluation report in place ✓ At least 3 Municipalities supporting the IE</td>
<td>A total of 8 municipalities were visited for training follow up and assessment in the year 2005. These are Zanzibar, Mwanza and DSM municipalities in Tanzania, Nakuru and Nanyuki in Kenya and Jinja in Uganda. Follow up report submitted with commendation to address the gaps for further improvement.</td>
</tr>
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</table>
### OBJECTIVE 2:
To streamline the procurement systems for service delivery.

### OUTPUT 2
Inclusive Procurement systems (including contract documents and cost recovery mechanisms) developed to support the participating target group in service delivery

**Strategy.** Visit municipalities to review what is on the ground. Training in government procurement systems will be conducted to municipal officials and other stakeholders responsible for establishing procurement systems and contract preparation and administration. The training will also incorporate the ILO’s principles of decent work as part of conditions to be disseminated in the contracting documents for service delivery to be adapted by the municipal councils.

**Indicators include:**
- Appropriate by laws, contracting/procurement procedures and financing systems supporting involvement of SMEs and decent working conditions agreed and implemented
- Increased involvement of micro and community enterprises in the delivery of environmental services in 8 municipalities in Eastern Africa

<table>
<thead>
<tr>
<th>Activities to achieve this output</th>
<th>Indicators to measures achievement.</th>
<th>J</th>
<th>F</th>
<th>M</th>
<th>A</th>
<th>M</th>
<th>J</th>
<th>Progress Comments</th>
</tr>
</thead>
</table>
| 2.1 Conduct study on partnership with local organizations looking on procurement systems and administration in Arusha Municipality | ✓ TOR in place  
✓ Consultant appointed  
✓ Study report submitted  
✓ Dissemination workshop conducted  
✓ Report finalized  
✓ Minutes of consultative meetings with stakeholders i.e. DANIDA | | | | | | | The activity was completed in 2004. External collaborator hired to conduct the study, which was aimed at identifying opportunities for employment creation through the PPP and the procurement system, which supports the PPP. The results of the study have been disseminated to stakeholders for further action through a workshop. |
<table>
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<tr>
<th>Section</th>
<th>Activity</th>
<th>Details</th>
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<tbody>
<tr>
<td>2.2</td>
<td>Visit and Conduct situational Assessment and identify gaps and priority at least 9 municipalities</td>
<td>Situational analysis report in place</td>
</tr>
<tr>
<td>2.3 a)</td>
<td>Develop main features which supports pro-poor procurement and contracting systems b) Identify consultant to develop training manual on procurement and contracting systems</td>
<td>✓ Outline of procurement features produced ✓ TOR prepared ✓ Consultant appointed ✓ Training Manual on procurement system in place</td>
</tr>
<tr>
<td>2.4</td>
<td>Conduct training on procurement systems and contracting procedures to at least 3 municipal staff involved in procurement</td>
<td>✓ A minimum of 10 trained municipal staff</td>
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<tr>
<td>2.5</td>
<td>Facilitate participatory development of contracts and cost recovery systems in at least 3 municipals</td>
<td>✓ Appropriate contracts developed and in use in at least 3 of the municipalities involved.</td>
</tr>
</tbody>
</table>
OBJECTIVE 3.: Streamline the Monitoring and Evaluation systems for the service delivery

OUTPUT 3: Participatory M&E systems with indicators related to poverty, environment, and decent work employment developed and in use at the project, municipal and franchisees levels.

STRATEGY: Missions for situation assessment follow up on previous activities including training, assessing the existing contracting and monitoring and evaluation systems and develop a way forward with participating municipalities and establish municipal level Technical Committees.

Indicators Include:
Service delivery and working conditions monitored and enforced

<table>
<thead>
<tr>
<th>Activities to achieve this output:</th>
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<tbody>
<tr>
<td>Establish the Project Advisory Committee (PAC)</td>
</tr>
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<table>
<thead>
<tr>
<th>Indicators of achievements</th>
<th>J</th>
<th>F</th>
<th>M</th>
<th>A</th>
<th>M</th>
<th>J</th>
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<tr>
<td>PAC in place and meeting at least once a year</td>
<td>✓</td>
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<td>x</td>
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<tr>
<td>PAC minutes</td>
<td>✓</td>
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Comments
PAC established with 15 members from different government and non-government institutions. Chaired by the Permanent Secretary of the Prime Minister’s Office, Regional Administration and Local Government, the first meeting was conducted successfully on 7th September 2005. Second PAC meeting could not be convened.
<table>
<thead>
<tr>
<th>3.2 Develop M&amp; E Plan and tools for the project (including testing and revising process)</th>
<th>✓ M&amp; E system (Plan&amp; tools) in place and used.</th>
<th>✓</th>
<th>✓</th>
<th>Tools already developed and situational analysis data collected using the tools. Information is gathered regularly to update programme progress and result on the ground.</th>
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<tbody>
<tr>
<td>✓ M&amp; E reports</td>
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<tr>
<td>3.3 Visit at least 3 municipalities and MSEs to review their M&amp;E systems and plans</td>
<td>✓ Field visit reports</td>
<td></td>
<td>8 Municipalities in Tanzania visited to review the existing M&amp;E systems used to assess the solid waste management activities and performance. The activity completed in 2005</td>
<td></td>
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<tr>
<td>3.4 Facilitate development and revision of M&amp; E plans through capacity building of at least 3 municipal councils and enterprises to incorporate decent work conditions and poverty indicators.</td>
<td>✓ M&amp;E workshop conducted ✓ M&amp;E systems (Plans and Tools) in place and in use in each municipal.</td>
<td>✓</td>
<td>Workshop conducted for municipal/city waste managers to refine and strengthen their M&amp;E system where indicators for monitoring were established and action plan for mainstreaming of M&amp;E systems including development of tools were developed by each municipality. A feedback workshop to review the progress on implementation of the action plans and constraints faced was also conducted in early March 2006.</td>
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</table>
### Objective 3.5

Facilitate the formation/establishment of technical committees at municipal level.

- ✔ Functioning Technical Committees in place in at least 3 municipalities
- ✔ Technical committee minutes

Already 6 out of 8 municipalities have established a Technical Committee, which convened regular meetings during 2005. A City Level Technical Committee also established in Dar es Salaam, which meets once in two months to share information and strategies on how to improve the SWM activities in the municipalities. The technical meetings also facilitated development of community sensitization strategies for the municipalities.

### Objective 4: To Build the capacity of Franchisees and national institutions

**Output 4:** Training courses on waste collection and recycling enterprises covering technical, business and working conditions delivered by national training providers.

**Strategy:** Basing on the situational analysis done by programme team, identify strengths and weaknesses and design a suitable training program in SWM with the business perspective.

Indicators include:

- ✔ Number of solid waste collection enterprises receiving appropriate training.
- ✔ Improved capacities of franchisees and adherence to appropriated working and labour conditions.
- ✔ Training institutions have developed standard training packages for different target groups and beneficiaries

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<tr>
<th>Activities to achieve this output.</th>
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<th>Comments</th>
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</thead>
</table>

↓
### 4.1 Develop TOR and identify Training Institution to revise, develop, test and adapt Training Manuals

- ✓ Training institution appointed
- ✓ At least one type of a Training Manual developed
- ✓ At least one type of developed manual tested and validated
- ✓ Developed Manuals in use for trainees in Swahili and English

Activities completed in 2005. Dar es Salaam Institute of Technology (DIT) in Tanzania, Makerere University with Kyambogo University in Uganda, ITDG and Egerton University in Kenya were the Institutions identified to work together for the development and adaptation of the materials in the respective countries. The developed materials were first validated through a testing workshop for more input before being used for training of the target groups.

### 4.3 Facilitate and conduct the training process of SMEs/ Municipal staff and other stakeholders by the Trainers in at least 3 municipalities

- ✓ A minimum of 90 Service providers trained in Tanzania
- ✓ A minimum of 30 service providers trained in Kenya and Uganda.

About 300 service providers and municipal officials trained by end of 2005 in 6 municipalities of Tanzania, two in Kenya and one in Uganda. The training provided further input for refinement of the materials to suit the needs of each country.

### 4.4 Follow up on the training results

- ✓ Training evaluation report in place

An after training follow up was conducted to identify the gaps and assess the utilization and results on the ground in the three countries.

### 4.5 Workshop for material finalization

- ✓ Final version of training materials in place

Materials have been edited with more input from the training process and being finalized for printing.
| 4.6 Copyrighting the materials | ✓ Copyright | | | | x | The activity is in the final stages. Done in collaboration with ILO Geneva for allocation of ISBN numbers before being printed. |

| OBJECTIVE 5: To Facilitate economic empowerment of service providers | STRATEGY: Visit Banks, financial institutions and MFIs to identify their customer profiles and business support facilities available and link them with the project. |

| OUTPUT 5: Referral service with the micro-finance institutions. | Indicators include: MSEs of both women and men using information to request credit facilities. |

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<thead>
<tr>
<th>Activities to achieve this output</th>
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<th>Comments</th>
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</thead>
<tbody>
<tr>
<td>5.1 Follow up information from various micro financing institutions and Banks such as AKIBA Commercial Bank, NMB, Dar es Salaam Community Bank, etc on their loan process and requirements</td>
<td>✓ Information report from MFIs</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>A continuous process</td>
</tr>
<tr>
<td>5.2 Disseminate necessary information to SMEs on micro finance institutions available through training programs</td>
<td>✓ Information disseminated through training workshop</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>Done during the training sessions to Service Providers in 2004&amp;5 where MFIs representatives have been invited to make presentation and provide necessary information to the beneficiaries.</td>
</tr>
</tbody>
</table>
**OBJECTIVE 6 : Association building at franchisees level**

**OUTPUT 6: Formation and strengthening of associations of waste collectors and waste pickers supported**

**STRATEGY:** Sensitize the stakeholders on the importance of forming associations and their legal framework within the enacted national policy on NGOs.

**Indicators include:**
- Member-based organizations are stimulating mutual and collective services among members
- Members-based organizations are undertaking lobbying / advocacy / collective bargaining

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<tr>
<th>Activities to achieve this Output:</th>
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</thead>
<tbody>
<tr>
<td>6.1. Facilitate meetings of franchisees in each municipality and sensitize them on the importance of forming associations</td>
<td>✓ Sensitization during training done</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td></td>
<td>Done in 2004/5 Service Providers Associations formed in 6 municipalities. These associations have provided a good forum where members have been sharing information and experience, formulating strategies to advocate and negotiate with their partners-the municipal councils for a better working relationship.</td>
</tr>
<tr>
<td></td>
<td>✓ Franchisees meetings held and minutes in place</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
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<tr>
<td>6.2 Facilitate election process of leaders and development of constitution and registration of association for each municipality</td>
<td>✓ Elected leaders in place</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td></td>
<td>The 4 out of 6 associations formed have been registered officially and recognized at regional level. They have elected leadership and financial guidelines are in place.</td>
</tr>
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<td></td>
<td>✓ Constitutions developed for at least 3 associations in 3 municipalities</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
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<td></td>
<td>✓ 3 Associations registered.</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
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<tr>
<td>6.3 Facilitate the formation of Apex association of the Franchisees (constitution and guidelines establishment) and registration with support from the Directorate of NGO in the VPO</td>
<td>✓ Apex association registered and operational</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>This activity has not been accomplished. The aim was to have an umbrella association for coordination and representation at national level. But the formed associations at municipal level are still at a tender age and they need to be strengthened first before uniting them for better representation.</td>
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<tr>
<td>6.4 Conduct Training Needs Assessment (TNA) for associations at municipal level</td>
<td>✓ TNA report</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>Training Needs Assessment (TNA) has been conducted in 2005 and report submitted for the six formed associations in six municipalities/cities of Temeke, Kinondoni, Ilala in Dar es Salaam city, Arusha and Iringa as well as in Mwanza city. The TNA identified areas to be addressed to strengthen the associations so as to be able to represent the members and advocate for a better working conditions and relationship.</td>
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<td>6.5 Identify and appoint consultant for development and adaptation of training materials as per TNA report</td>
<td>✓ Consultant identified and appointed</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>University of Dar es Salaam Center for Continuing Education in collaboration with the Individual consultant who conducted the TNA was identified as external collaborators to develop and adapt the training materials for association building. The TNA report provided input to the development and adaptation of the training manuals for capacity building of the associations’ leadership. The materials have been developed and adapted</td>
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<td>6.6 Conduct training for the associations in the identified skills from the TNA</td>
<td>✔ Training workshop conducted</td>
<td>✗</td>
<td>✗</td>
<td>Training was conducted in June 2006 after the development of the training manuals to address the established needs. Five participants from each of the six municipalities named above benefited from the three days training. The participants included four from each association and one Municipal /city community development officer who plays a supporting and advisory role to the association formation and operation.</td>
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<tr>
<td>6.7 Link the associations with TUCTA</td>
<td>✔ The Apex body is a member of TUCTA</td>
<td>✗</td>
<td>This activity could only be possible after the formation of the APEX body. However a TUCTA representative was invited to give presentation to the training of the association leaders so as to provide them with necessary information on the role of TUCTA and the benefits to be gained when one becomes a member.</td>
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<tr>
<td>OBJECTIVE 7: Promotion of solid waste management activities</td>
<td>STRATEGY: Facilitate the identification of workable publicity campaign programs ie radio, TV, adverts. Posters, leaflets etc. in each municipality.</td>
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<tr>
<td>OUTPUT 7: Publicity and dissemination campaigns developed with municipalities and small enterprise associations.</td>
<td>Indicators include: ✔ Increase in proportion of residents storing waste for collection ✔ Increase in proportion of residents paying for services</td>
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<tr>
<td>7.1 Distribution of available publicity materials (old phase leaflets, new leaflets)</td>
<td>✓ Number of leaflet distributed ✓ Number of people contacting the project for more information.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>Leaflets giving briefing on the programme have been continuously distributed to the public. The leaflets have been providing information on the programme activities and have been one of the means to promote its achievements</td>
</tr>
<tr>
<td>7.2 Program Launching with media coverage and dissemination of reports</td>
<td>✓ Media coverage in the papers ✓ Launching report disseminated</td>
<td></td>
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<td>Completed in 2004</td>
</tr>
<tr>
<td>7.3 Facilitate the identification of workable publicity campaign programs i.e. radio and television adverts, posters, leaflets etc in each municipality</td>
<td>✓ Publicity strategies identified</td>
<td>✓ Publicity programs implemented</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>Publicity campaigns developed and implemented in 2005 for Iringa municipality and Mwanza City. In 2006 strategies were developed for the Dar es Salaam municipalities and were in the final stages of implementation process. 2 Documentary programmes have been produced; one in 2005 and the other in 2006. The publicity campaigns aimed at increasing the community awareness at all levels on the programme activities as well as sensitizing them on the PPP arrangement and their role in support of the process. The documentaries are aimed at documenting programme activities including, lessons, good practices and success on the ground. The developed strategy for Arusha municipality could not be implemented due to limited resources and time.</td>
</tr>
<tr>
<td>7.4 Assist in development/preparation and production of the publicity materials (IEC)</td>
<td>✓ Posters/leaflets and programme brochures and 2005/2006 calendars in place</td>
<td>✓ T-shirts distributed</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>T-Shirts and Calendars for 2005, and 2006 were designed, printed and distributed to stakeholders and the public.</td>
</tr>
<tr>
<td>7.5 Support participation of SMEs/CBEs in publicity forums for exhibition and marketing of waste collection services and products e.g. May day, UN week etc.</td>
<td>✓ 1 exhibition attended</td>
<td>✓ 2 SMEs participating in the exhibition</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Facilitated CBOs/SMEs to attend two exhibitions of May day and UN week for the years 2004 and 2005</td>
</tr>
</tbody>
</table>
### 7.6 Updating of the ILO Website on quarterly basis

| ✓ Number of Articles posted in the website | X | X |
| One article already posted in KS website-The VIRTUAL FORUM – To review and provide information for ILO local website |

### 7.7 Document and share success stories on the project

| ✓ Success stories developed, shared and published |
| 2 stories already documented and shared in Ouagadougou in 2004 and Turin in June 2005. |

### OBJECTIVE 8: Share knowledge and experience on SWM

#### OUTPUT 8. Dissemination of lessons learnt through case studies and impact assessment studies contributions to (inter) national workshops on employment creation and micro-enterprise involvement

#### STRATEGY:

- Conduct a baseline and impact studies to evaluate the poverty characteristics before, during and after the project and share the experience through various forums and conferences

#### Indicators include:

- ✓ Impact studies produced and disseminated
- ✓ Presentations at international conferences.

| Activities to achieve this output: | Indicators of Achievement | J | F | M | A | M | J |
| Comments |

8.1 Prepare TOR for the impact assessment baseline study

<p>| ✓ Indicators identified |
| ✓ TOR prepared and in place |
| The activity completed in 2004. |</p>
<table>
<thead>
<tr>
<th>8.2 Contract consultant and conduct baseline study in at least 4 selected municipalities</th>
<th>✓ Consultant identified ✓ Baseline conducted in 4 municipalities ✓ Baseline report</th>
<th></th>
<th>REPOA was contracted to conduct the baseline study and submitted a final report in 2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>8.3 Prepare TOR for other identified studies including impact assessment and documenting lessons learnt on the project</td>
<td>✓ TOR in place</td>
<td>x</td>
<td>Due to limited financial resources. Impact studies have not been conducted. The activity had not been budgeted for.</td>
</tr>
<tr>
<td>8.4 Contract a consultant for the Impact assessment</td>
<td>✓ Impact assessment report</td>
<td>x</td>
<td>See 8.3 above</td>
</tr>
<tr>
<td>8.5 Organize workshops and share the results of the studies</td>
<td>✓ Workshop report</td>
<td>x</td>
<td>See 8.3 above</td>
</tr>
<tr>
<td>8.6 Document the shared lessons, success stories and the study results.</td>
<td>✓ Documented lessons ✓ Documented success stories ✓ Documented Study report and publications</td>
<td>x x</td>
<td>Two success stories documented, and shared in KS workshops</td>
</tr>
<tr>
<td>8.7 Sharing knowledge and experience with other DFID funded project, ILO Technical departments; CRO, ITC Turin, SIYB and international forums.</td>
<td>✓ Mission report ✓ At least 6 international forums attended</td>
<td></td>
<td>Besides several international forums attended in 2004 in Geneva Turin, Addis Ababa, Nairobi and Cape town, 2 more international workshops for KS were attended by staff in Geneva and Turin as well as Cambodia for the year 2005. In South Africa and Turin for the year 2006. In both workshop experiences from the programme implementation process were shared with the participants.</td>
</tr>
<tr>
<td>8.8 Provide support to the development of ILO/UN-HABITAT training programme (Better services and more jobs)</td>
<td>✓ Joint training program conducted</td>
<td>✗</td>
<td>This has not been able to materialize as UN-HABITAT is yet not ready to conduct the training. Agreed to follow up for the future.</td>
</tr>
<tr>
<td>8.9 Conduct Mid term evaluation</td>
<td>✓ TOR prepared ✓ Consultant appointed ✓ MTE conducted ✓ MTE report</td>
<td></td>
<td>Mid Term Review was conducted by external consultant (local and international) and final reports submitted in May / June 2005. Further more the programme was one selected to be evaluated by the ILO-DFID evaluation team in May-June 2005.</td>
</tr>
<tr>
<td>8.10 Conduct End of project Evaluation</td>
<td>✓ TOR prepared ✓ Consultant appointed ✓ Evaluation conducted ✓ Evaluation report</td>
<td>✗ ✗ ✗ ✗</td>
<td>A team of two external collaborators has been contracted to conduct a final evaluation for the programme in the three countries of Kenya, Uganda and Tanzania. The consultants are in their final stages and the report to be finalized by end of July 2006.</td>
</tr>
</tbody>
</table>

**OBJECTIVE 9 : Promotion of Networking among partners.**

**OUTPUT 9: National networks (Urban forum) of stakeholders, national ministries and support organizations providing exchange and mutual support.**

**STRATEGY:** Sensitize the stakeholders for the need of a forum for information exchange and knowledge sharing.

Indicators include:
- Regular communication for sharing knowledge and experience
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<th>Activities to achieve this Output.</th>
<th>Indicators of Achievement</th>
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<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>91 Organize a national meeting for all the stakeholders i.e. (municipalities, waste collectors associations, and other stakeholders) to introduce the idea of forum in collaboration with ALAT</td>
<td>✔ Meeting held and minutes in place</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td>A meeting jointly organized with The Association of Local Governments of Tanzania (ALAT) was held in March 2006 to introduce the idea of the Urban Forum to stakeholders. Further meetings were held in the preparation process where a task force and TOR were established to facilitate the success of the forum. Stakeholders involved in Environmental management played a major role in designing the forum platform to achieve the desired outcomes</td>
</tr>
<tr>
<td>9.2 Establish a mutual understanding and assist in development of TORs/ guidelines for the forum</td>
<td>✔ TOR for Forum prepared and in place</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>TORs for the task force were prepared indicating the major output and outcomes expected to be achieved at the end of the forum.</td>
</tr>
</tbody>
</table>
9.3 Establish and hold annual urban pro-poor services forum for knowledge exchange and experience sharing

| ✓  | Forum held and report in place | ✗  | ✗ |

The two days Forum was held on 19-20th June 2006 with the theme ‘Towards Integrated Solid Waste Management Strategy in Tanzania’

Participants to the forum were high profile officials from the Ministries of Local Government and municipalities of Kenya Uganda and Tanzania being Municipal/city Directors and Mayors, Councilors service providers and Technocrats. A total of 120 participants attended the forum. The forum was officiated by the Minister of State, PMO-RALG, Hon Mizengo Pinda. The Forum provided input from policy makers and other stakeholders on way forward to developing strategy for SWM, and later policy to govern and direct SWM in Tanzania.

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**OBJECTIVE 10: To Review program implementation for purposes of up scaling**

**OUTPUT 10: Policy and programme development supported on employment creation in municipal service delivery.**

**STRATEGY:** Lobbying and advocacy for formulation and revision of policies related to employment decent work and poverty reduction issues.

Indicators include:
- Participation in policy meetings, contributions to policy papers and programme documents
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<tr>
<th>Activities to achieve this output ↓</th>
<th>Indicators of Achievement</th>
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<th>Comments</th>
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</thead>
<tbody>
<tr>
<td>10.1 Identify policy issues/gaps related to the project that needs to be advocated for.</td>
<td>✓ Workshop held on/terminal evaluation ✓ Policy issues identified and advocated for. ✓ Presentation papers ✓ Minutes of meeting</td>
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<td>x</td>
<td></td>
<td>The need for a Solid Waste Management Strategy and Policy has been identified in the three countries (Tanzania, Kenya and Uganda). Through Programme presentations in the various workshops, Tanzania has recognized the need to start working on the SWM policy and a task force has been formed with input from the programme as a lead task force member. The Urban Forum conducted by the programme provided input for the way forward in preparing the policy and strategy from the stakeholders.</td>
</tr>
<tr>
<td>10.2 Upscale project to cover more municipalities in Tanzania Kenya and Uganda</td>
<td>✓ TC –RAM SPROUT produced</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>Three TC Ram concept papers/proposals have been produced in 2005&amp;6 for resource mobilization from SIDA, The Netherlands and DFID. Follow up is in progress</td>
</tr>
<tr>
<td>10.3 Translate documents from English to Swahili and vice versa.</td>
<td>✓ Translated documents in place</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td>x</td>
<td>“Integrated Solid Waste Management”, “Informal Economy”, “Association Building” Training manuals, and Sensitization materials for Dar es Salaam city and municipalities have been developed, translated in Swahili and are ready for printing upon funds availability.</td>
</tr>
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</table>
OBJECTIVE 11: To promote ILO principles of decent work

OUTPUT 11: Support for improved labor conditions for solid waste workers and reduced incidence of child labor

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<thead>
<tr>
<th>Activities to achieve this output</th>
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<tr>
<td>11.1 Obtain information from ILO programs with similar mission and objectives i.e. IFP/SEED, EIIP, ILO/ASIST-Africa, ILO Sub-Regional Office Addis Ababa, ILO-IPEC Tanzania.</td>
</tr>
<tr>
<td>11.2 Disseminate information on labor laws and guideline for safe working conditions including HIV/AIDS issues to waste collectors associations and SMEs as well as municipalities during the training programmes</td>
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STRATEGY: Liaise with the ongoing programmes within the ILO in relevant sector and identify and draw lessons to the programme.

Indicators include:
- Proposal made
- Funds mobilized

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<th>Activities</th>
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<th>Comments</th>
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<tbody>
<tr>
<td>11.1</td>
<td>Reports received regularly and in place</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>It has been a continuous process as more information on decent work, etc has been received from ILO Geneva and Sub-Regional office.</td>
</tr>
<tr>
<td>11.2</td>
<td>Training programmes /presentations conducted incorporating Labour laws, safe working conditions.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>Information dissemination by external resource people done during the training process of service providers in Integrated Solid Waste Management with Entrepreneurial perspective, Informal Economy and lately during the training of Service Providers of association leaders.</td>
</tr>
<tr>
<td>11.3 Facilitate the adoption and enforcement of by laws on safety measures and child labor by the municipalities in developing franchisees contracts documents as a precondition.</td>
<td>✓ Contracts incorporates H&amp;S measures and Child labour issues</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td><strong>Issues of Occupational Safety and Health (OSH) and Child Labour have been disseminated during the training of Service Providers. These subjects have been incorporated in the training manuals. Furthermore, in collaboration with the municipal authorities, issues of OSH are incorporated in contract with service providers and are monitored regularly to see that service providers are adhering to the conditions set.</strong></td>
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<td>11.4 Represent ILO at different fora to advocate for decent work conditions in municipal service delivery</td>
<td>✓ Minutes/notes for file</td>
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<td><strong>Programme staff has been participating in different workshops organized nationally and internationally and making presentations on the programme. The programme itself has also been organizing training workshops with municipal staff on such issues as M&amp;E where emphases on working conditions and OSH measures have been given priority.</strong></td>
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<td>OBJECTIVE 12: To Mobilize resources for expansion of programme activities.</td>
<td>STRATEGY: Develop concept note /SPROUT / proposals to address identified needs for funds soliciting to donors</td>
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| OUTPUT 12 : Developing and submitting proposals for increased resources for programme | Indicators include:  
- Proposal made  
- Funds mobilized |
| Activities to achieve this output | Indicators of Achievement |
| ↓ | J | F | M | A | M | J |
| 12.1 Preparation of concept notes / proposals to be sold to various donors | ✓ Concept note/proposals produced and sold to various donors  
- Potential donors identified | x | x | x | x | Three TC Ram concept papers/proposals have been produced in 2005&6 for resource mobilization from SIDA, The Netherlands and DFID. Follow up is in progress |
| OBJECTIVE 13. Facilitate resource mobilization for stakeholders | STRATEGY: Identify existing new and potential partners in the program objective working in the municipalities (municipal service delivery for poverty reduction) and compliment and share programme experiences with them. |
| OUTPUT 13: Support to partners for resource mobilization | Activities to achieve this output. |
| ↓ | Indicators of Achievement | J | F | M | A | M | J |
| Comments |
| 13.1 Facilitate establishment of resource mobilization strategy for municipal authorities and franchisee. | ✓ Number of existing and new development partners contacted | ✓ Franchisees are mobilizing resources. | ✓ Contribute to the implementation of CITIES ALLINCE programme | X | X | X | X | X | An ongoing exercise | X | X |
ANNEX 2

LAUNCHING STATEMENT BY DEPUTY MINISTER PRESIDENT’S OFFICE, RESPONSIBLE FOR REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT HON. MIZENGO K.P. PINDA (MP) DURING THE LAUNCHING CEREMONY OF THE “EMPLOYMENT CREATION IN MUNICIPAL SERVICE DELIVERY FOR EAST AFRICA-IMPROVING LIVING CONDITIONS AND PROVIDING JOBS FOR THE POOR”

21 JANUARY 2004, SEA CLIFF HOTEL DAR ES SALAAM

Honourable Regional Commissioner, Lt. Yusuf Makamba;

Dr. Ali Ibrahim, Director ILO Office for Kenya, Somalia, Tanzania and Uganda,

His Worship Mayors of Dar es Salaam and Mwanza City Councils;

Honorable Mayors of Kinondoni, Ilala, Temeke, Arusha, Moshi, Iringa, Tanga and Zanzibar Municipal Councils;

Regional Administrative Secretary, Dar es Salaam Region;

City Directors for Dar es Salaam and Mwanza City Councils

Municipal Directors for Kinondoni, Ilala, Temeke, Arusha, Moshi, Iringa, Tanga and Zanzibar Municipal Councils;

Invited Guests;

Distinguished Participants;

Ladies and Gentlemen.

It is a great honour to be invited here today to officiate at the launching ceremony of the Programme on “Employment Creation in Municipal Services Delivery in East Africa-Improving Living Conditions and Providing Jobs for the Poor”, which has jointly been organized by the Dar es Salaam City Council and ILO Office for Kenya, Tanzania, Somalia and Uganda. Since we are lucky to be meeting here today during the first month of January of the year 2004 let me therefore take this opportunity to wish each one of you a very happy and prosperous New Year. I also welcome all of you to Dar es Salaam and in particular those who have come outside the Dar es Salaam Region. I believe you will all find our City of Dar es Salaam friendlier than ever before. I also want to thank the Organizers of this Meeting for the honor they have bestowed on me through this invitation.
Distinguished Participants, Ladies and Gentlemen we are told that Dar es Salaam City’s population stands at about 2.5 million people who are producing 2,500 tons of solid waste every day. It is clear that unless this solid waste must be managed scientifically in order to health and environmental hazards, which may also threaten development achievements, are bound to occur. I am sure you all still recall the situation was in 1991/92 when the Dar es Salaam City Council had only seven functioning refuse collection trucks which could only collect 5% of the 1,420 tones of solid waste generated daily in the City. The outcome was clearly obvious. “Large amounts of solid waste were dumped in the streets, public open spaces and storm water drains”. The outcome of this again was easily predictable. “The uncollected garbage became breeding ground for various diseases, was unsightly, generated horrible stench, blocked drainage of surface water run-off leading to floods in the roads and contributed to pollution of ground water. “Attempts by some residents and industries to burn some of the waste in open air were characterized by incomplete incineration that caused air pollution due to toxic gases, dioxins as well acrid smoke” On the other hand, “officially designated dumpsites remained without maintenance for long periods, thus increasing the danger for outbreaks of communicable diseases, and negatively affecting the well being of the residents of adjoining neighborhoods”.

Distinguished Participants, Ladies and Gentlemen, it is evident the Dar es Salaam City Council could not have effectively managed such big amounts of solid waste because it did not have adequate resources and institutional arrangement which could handle this workload. It also lacked the appropriate waste-handling technology as well as disposal sites. It is against this background that the Sustainable Cities Programme which is funded by United Nations Development Programme (UNDP) and other Bilateral Agencies such as DANIDA and technically supported by United Nations Center for Human Settlement (UNCHS) – HABITAT and the United Nations Environment Programme (UNEP) and the International Labour Organisation (ILO) came to the rescue of the Dar es Salaam City Council through the “Sustainable Dar es Salaam Project (SDP)” with a focus on “Improvement of Solid Waste Management “. This Project was launched in 1992 and came into full operation as a demonstration Project in 1993. One of the Programme’s key objectives” was to strengthen the capacity of the City Council so as to better plan, coordinate and manage the growth and development of the DSM City in partnership with other public, private and popular Agencies on a sustainable basis through the application of the Environmental Planning and Management Approach (EPMA).

Distinguished Participants, Ladies and Gentlemen encouraged by the achievements of the Sustainable Dar es Salaam Project in building Environmental Planning and Management Capacities and Processes, our Government was requested and agreed to the replication of the Dar es Salaam experiences in the ten Municipalities in the country which include Arusha, Dodoma, Iringa, Mbeya, Morogoro, Moshi, Mwanza, Tabora, Tanga and Zanzibar through the National Programme for promoting Environmental Sustainable Urban Development which was officially launched in July 1997. I am happy to see that the Worship Mayor of Mwanza City and the Honourable
Mayors and the Chief Executives of Arusha, Moshi, Iringa, Tanga and Zanzibar Municipal Councils out of the ten beneficiaries of the Programme are with us here today participating in this meeting.

Distinguished Participants, Ladies and Gentlemen, what then were the main objectives of the national Programme for Promoting Environmentally Sustainable Urban Development?

The objectives were as follows:

a) To facilitate the process of integration of EPM into Dar es Salaam City Commission (DCC) and the Municipalities.
b) Replication of the Environmental Planning and Management (EPM) in the municipalities so as to strengthen their capacity for urban planning and management.
c) To assist in development of Environmental Management Information Systems (EMIS) in the DCC and the Municipalities, as a facility for data capture, storage and management.
d) To build the capacity of Urban Authorities to plan, coordinate and manage urban development through training, communication and publicity.
e) To create gender awareness in Environmental Planning Management (EPM)
f) Poverty eradication initiatives and
g) Assisting the City/Municipalities in resource mobilization for project sustainability.

Through this programme a number of Urban priority issues, which needed to be tackled were identified key among them, were as follows:

- Improving Liquid and Solid Waste Management
- Upgrading of unplanned and unserviced settlements.
- Managing Urban growth
- Supply of Clean and Safe water
- Poor road network
- Transport and Transportation
- Informal Sector and petty trading
- Air pollution
- Public Health and environmental sanitation

Just to mention a few.

Distinguished Participants, Ladies and Gentlemen. The Sustainable Cities Programme, focusing on “Improvement of Solid Waste Management”, finally concluded its noble mission in the year 2000. I am sure we all wished it continued. But I am also sure that you all agree with me that there can be no doubt in any one’s mind that the impact on development on our two cities and nine municipalities is enormous and unprecedented. We have seen and witnessed service delivery improvement, increased efficiently, civil engagement; broad based bottom-up approach, increased transparency and increased peace and security in our urban centers. During the
implementation of the project we involved various stakeholders particularly in solid waste collection which included business community, communities and individuals, CBOs, NGOs and Public Institutions. This process of involving various stakeholders not only gave them the ownership of the project but more important it led to quick and improved state of cleanliness in our urban centers. This approach also created employment opportunities and Income generating activities to about 2500 needy City Dwellers 80% of who were women. It’s no wonder that these successes attracted much attention from our friends in Kenya, Uganda, Ethiopia etc. who visited our urban centers in order to learn from our experiences. Let me therefore on behalf of the Tanzanian Government take this opportunity to thank the UNDP, DANIDA, HABITANT, UNICEF and the ILO for this tremendous assistance to our country. We promise that as a Government we shall do our best to sustain these achievements.

Distinguished Participants, Ladies and Gentlemen inspite of all these achievements made through the seven years of this implementation of this Programme we still have a huge block of tasks to be carried by us that lie ahead of us particularly in the solid waste management. In the Dar es Salaam City for instance over 75% of its over 2.5 million residents live in unplanned areas and its refuse generation per day stands at 2600 tones per day but its collection capacity is only 900-1200 tones per day. The urban Dar es Salaam City is experiencing a terrible rural-urban migration pressure resulting to high rate of population growth and urbanization phenomenon of our times. These trends are posing enormous challenges to both Urban Managers Urban Dwellers mainly on public service delivery especially to the rapidly growing unplanned settlements a midst critical constraint facing it. I am sure you all know that all other Urban Centers in our country are not different from that of Dar es Salaam in this respect.

Distinguished Participants, Ladies and Gentlemen, I have been informed that from March-April 2001, ILO for Eastern Africa appointed External and Internal consultants to evaluate the project and the Consultants in their Report that there was a need to continue supporting the Project basically:

- To consolidate what has already been achieved in Dar es Salaam
- To improve the sustainability of the system that has been developed
- To have a good and tested model that can be recommended with confidence to be replicated to other cities/town in Tanzania and other African cities.

Based on the Evaluation Report and Recommendations, the ILO Office has managed to secure funds from DFID to address pertinent issues of Solid Waste Management in the City of Dar es Salaam. However, due to demands from other municipalities/cities in Tanzania, Kenya and Uganda, this time the programme will cover municipalities of Arusha, Moshi, Tanga, Iringa and Zanzibar and the city of Mwanza in Tanzania. Cities/Municipalities that will be covered by the programme in Kenya and Uganda are not yet known. Besides addressing solid waste management issues, the programme will also address other urban service delivery sectors.
This is very encouraging especially noting that it will involve the local communities and other community groups such as NGOs, CBOs, solid waste contractors, private sector and committed individuals in the whole process of rendering these important services to our urban centers.

Distinguished Participants, Ladies and Gentlemen, A lot still remains to be done by all partners here present and our urban dwellers in particular. This is why I consider this launching ceremony an excellent forum to share with other stakeholders the issued of poverty which will be addressed by this programme because it is an issue which will go a long way in enhancing the socio-economic development among the poor which is a priority issue of our Government.

We have learnt from previous experiences of Solid Waste Management project conducted by Dar es Salaam City Council through UNDP under the Sustainable Cities Programme the Dar es Salaam City Council decided to take the lead to support this initiative due to its multiplier effect among them being creation of employment, income opportunities and skills development to the needy. It is my hope that the number of the people who will directly benefit from this Programme will further grow than the previous one.

I would like once again to take this opportunity on behalf of the Government of Tanzania to thank DFID and ILO for this big support at a time when we are longing for better management of our Urban Centers, improved livelihood of our people and cleaner environment of our Cities and Towns and since this time, the programme will not only multiply vertically but also horizontally to cover other urban centers such as Municipalities of Arusha, Moshi, Tanga, Iringa, Zanzibar and the City of Mwanza whose Mayors and Chief Executives are all present here today let me on their behalf say thank you to both of you ILO and DFID. Whilst I sincerely appreciate the efforts made by ILO, DFID and other development partners in support of our Local Authorities in our country, it is my hope that the management of the Cities and Municipalities involved in the implementation of the programme and the residents in particular will cooperate and work meticulously in accordance to the agreement made in order to achieve the expected results of the programme.

Distinguished Participants, Ladies and Gentlemen, let me conclude my remarks by saying that Solid Waste Management will succeed if we all cooperate, Every stakeholder must realize that it is his/her responsibility to manage the solid waste produced from his/her residence, office, industry etc. Each one of them must also realize that the sustainability of this programme depends on each one’s financial contribution in whatever from it may be required by the city or municipal authorities and the Managers of the Urban centers on the other hand must ensure that the money paid by their Urban Dwellers are properly and transparently accounted for and they must also provide services which meet the expectations of their people.
With these few remarks, I now have the honour to declare the Programme on “Employment Creation in Municipal Service Delivery in East Africa-Improving living Conditions and Providing Jobs for the Poor” officially launched.

THANK YOU FOR YOUR ATTENTION!
ANNEX 3

STATEMENT BY MR. D.M.S. MMARI,
PERMANENT SECRETARY, PRESIDENT’S
OFFICE – REGIONAL ADMINISTRATION
AND LOCAL GOVERNMENT (PO-RALG)
CHAIRPERSON (PAC) DURING THE
LAUNCHING OF THE
PROGRAMME ADVISORY COMMITTEE (PAC)

“EMPLOYMENT CREATION IN MUNICIPAL SERVICE DELIVERY IN
EASTERN AFRICA – IMPROVING LIVING CONDITIONS AND
PROVIDING JOBS FOR THE POOR”

7 SEPTEMBER 2005, ILO OFFICES DAR-ES-SALAAM

Dr. Ali Ibrahim, Director for ILO Office for Kenya, Somalia, Tanzania and Uganda,

City and Municipal Directors Ilala, Temeke and Kinondoni,

Town Clerks of Jinja, Nakuru and Nanyuki,

Local Government Ministry delegates from Kenya and Uganda,

All Members of the PAC

Development Partners,

Regional Programme Manager,

All Protocols observed,

Ladies and Gentlemen.

I find it a great pleasure and honour to be invited here today at the launching of the 1st Programme Advisory Committee (PAC) of the
Regional Programme “Employment Creation in Municipal Service Delivery for Eastern Africa – Improving the living conditions and providing jobs for the poor.” May I also take opportunity to say Karibu to our colleagues from the Ministries of Local Government from Kenya and Uganda, and the Town Clerks of Jinja, Nakuru and Nanyuki who are all partners in this Regional Programme.

Distinguished members of the PAC, I am here with you today to re-affirm the Government’s commitment to the cause of the programme that is capacity building in our municipalities to address the problem of infrastructure and service delivery for the twin objective of employment creation for the urban poor and service delivery. Job creation is a challenge we are facing in the fast growing urban settlements. My presence here is a further assurance of the Government appreciation of the role ILO and development partners are doing in this area as also recognized when the Deputy Minister, PO-RALG, Hon. Mizengo Pinda, (MP) launched the Programme on January 21, 2004 in Dar-es-Salaam.

Distinguished members of the PAC, the economic reforms, structural adjustment programmes and globalization, the production systems and patterns of employment have changed in the recent years. Although the formal sector of the economy in the small and large enterprises has grown, the informal sector in both the developed and the developing economies has shown a considerable growth as well with higher employment opportunities. In East Africa region as many as over two thirds of the working population are employed in the informal sector.

As a case of reference from Tanzania, the data from the 1991 National Informal Sector Survey showed that there were about 2,370,000 people engaged in the informal production of goods and services at any time of the year. The Rural Development Strategy also stated that the informal sector provides substantial opportunities for employment and self employment estimated to be not less than two million. This is more than twice the number of people employed in the formal sector. The survey further shows that the informal sector has the capacity to employ 62.5% of the yearly increase in the in the labour force in urban areas while the capacity of the formal sector is only 8.5%. Even when the importance of the informal sector is widely acknowledged, government policies and regulatory environment become a brick wall for the informal sector. These
are challenges we must face especially when we are confronted with the reality that **three quarters of the estimated East African population of 90 million**, live on less than a dollar a day.

Distinguished participants, it is against this background that I wish to commend the Programme approach on addressing the problem of the need for **more jobs and better services** through involvement of small enterprises and community organization in the provision of municipal services. The predecessor of the programme, the Dar-es-Salaam Solid waste Project (1998-2003) showed that by adoption of the method for solid waste collection with local partners through the Public Private Partnership approach, over 2000 jobs were created, with waste collection increasing from 4% (1993) to 40% (2002), with involvement of more than 50 franchisees in waste collection in 44 of the 73 wards of Dar-es-Salaam. The service delivery extended even into unplanned settlements where over 70% of our urban population live, and the city became cleaner. It is out of this success, that the new programme has been developed and refined. This has also made other municipalities in the Eastern Africa region and other countries come to Dar-es-Salaam to learn on the success of privatization of solid waste collection activities.

Experience has shown that waste collection, composting and recycling activities offer a great potential for improving living conditions, contributing to poverty reduction especially for women and youth, who are among the unemployment. We are informed by the ILO that about 80 million young women and men are unemployed throughout the world with youth in the age of 15-24 making up 41% of those. Therefore, the programme approach offers opportunities to find solutions, while at the same time pose a significant challenge to local economic development.

Distinguished participants: You are meeting here today to receive and reflect on the Programme Progress since its start to mid 2005 and advise on its implementation. The Programme strategic objective as we shall recall, are primarily two-fold:

1. To strengthen the capacity of Local Governments in East Africa under the ongoing reforms in promoting the development of micro/small enterprises (MSEs) and Informal Economy particularly in delivery of public services in response to the increasing problem of
urbanization and urban poverty as well as diminishing resources in the municipal authorities through the PPP approach;

(2) To support intermediary organizations (local trade organizations, NGOs, Community Based groups, etc) in their efforts to organize and start micro, small and community-based enterprises and to improve existing ones for creation of decent jobs therefore improving the living and working conditions for the urban poor.

Job creation Employment creation goal being targeted by the programme through municipal service delivery, is key to poverty reduction. The Governments of Tanzania, Kenya and Uganda emphasize the need for job creation for the poor. They expressed commitment to the Millennium Development Goals (MDGs) in particular the target to half the population living in slums by 2015. This has been translated into large scale initiatives to upgrade urban low income settlements through the building up and expansion of basic services. In Tanzania, the CIUP is an example as are the informal settlements upgrading programmes in Nairobi, Kenya and the First Urban Project in Uganda.

At the continent level, in September 2004 in Burkina Faso, the African Heads of States adopted a Declaration, Plan of Action and the follow-up Mechanisms on Employment and Poverty alleviation in Africa. As a follow-up the East African Sub-Regional Ministerial Conference held in Zanzibar from 16 - 18 May 2005, continued to work on process of placing employment as an explicit and central objective of economic and social policies through integration in the PRSPs. Within the Tanzanian context, the programme is within its framework contributing to MKUKUTA priorities number 1 of achieving and sustaining broad based and equitable growth through SMEs development and promotion of PPPs and priority 2 of improving the quality of life and social well being, with particular focus on the poorest and most vulnerable groups.

The programme objectives 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, networking and organization development. So far about 300 people both
municipal staff and franchisees and other stakeholders directly benefited from the municipalities covered in East Africa.

2. Technical advice on enabling systems for small enterprises based service delivery including pro-poor contracting, revenue collection and monitoring and evaluation.

3. Support to broad policy development as indicated earlier on issues related to poverty reduction, service delivery and employment creation through advice and knowledge development and dissemination for sustainability.

Distinguished participants, as you will observe from the programme progress reports, the programme has done a commendable job through the Training Programmes in the Eastern African municipalities covered having trained about 300 participants so far on Integrated Solid Waste Management with an Entrepreneurship perspective and according to the training reports and evaluation, more municipalities in Kenya, Uganda, and Tanzania have requested for the same. Somalia has also requested for programme technical assistance. Local Institutions in respective countries have been used to adapt the generic training materials under the guidance of the programme. Municipalities for the training were objectively selected with full consultation and approval of respective Ministries of Local Government and I am pleased to see representatives here today. This is a good indication that the programme is demand driven and with ownership, and therefore enhanced prospects of sustainability. I wish to extend our appreciation to the Permanent Secretaries of Local Government Ministries in Uganda and Kenya for the support the Programme has been receiving from them.

Distinguished participants, I am aware of the mid-term evaluations which were conducted by independent consultants both local and international in May 2005. They have indicated programme successes and impact in as far as its contribution to job creation and income generation for poverty reduction with proper laid institutional base. The review also indicated that the programme had both the government and grassroot support but also cautioned as to whether its strategic objective of policy development towards issues related to poverty reduction, service delivery and employment creation would be attained within the short programme duration of 2 years ending March 2006. In addition, pointed out the need
for more intensive community sensitization in collaboration with local government authorities as attitudes take longer to change in new approaches like the PPPs in service delivery. These observations coupled with demand of the programme activities by municipalities in East Africa, makes us deliberate carefully in the PAC on how we need to move forward. In Tanzania, for example, the programme is also working with other ongoing initiatives such as the Sustainable Cities Project, Cities Alliance and Community Infrastructure Programme in Dar-es-Salaam (CIUP) under World Bank within the Local Government Support Programme (LGSP). I understand there are similar initiatives in Uganda and Kenya. I also understand that in this quarter the programme is to launch another training Programme on the Informal Economy in Tanzania and will also need to extend to Kenya and Uganda. It is against this background that I wish to commend the ILO and all the programme partners and call for more resource mobilization to ensure the programme is extended to meet the needs of the growing municipalities in the East African region. The Municipalities should therefore intensify community sensitization and take more ownership of the projects for sustainability. Despite the positive notes from the programme mid-term evaluations, I call for a very critical review and evaluation and advise the Programme Management appropriately to face the challenges identified and those ahead.

Lastly but not the least, I take this opportunity to thank the DFID for funding support to the programme and request for its further support as well those from other development partners.

Distinguished participants, my job this morning is to open and launch this first meeting of the PAC and reflect on the programmes activities. I have pointed the above issues so as to express why the PO-RALG in Tanzania and the Ministries of Local Government in Kenya and Uganda are behind the programme. I look forward to your fruitful deliberations and recommendations for further action.

With these remarks I wish to declare the PAC meeting open.

Thank you for your attention!
Dr. Ali Ibrahim, Director ILO Office for Kenya, Somalia, Tanzania and Uganda,

Your Worship Lord Mayors, City Directors, Town Clerks, Municipal Directors from Tanzania, Kenya and Uganda,

Councilors,
Forum Participants,
Members of the Press,
Ladies and Gentlemen.

I find it a great honour to be invited here today to officiate the opening ceremony of the 1st URBAN FORUM which has been organized by the Association of Local Government Authorities of Tanzania (ALAT) and the ILO Regional Programme “Employment Creation in Municipal Service Delivery in Eastern Africa – Improving the living condition and Providing Jobs for the poor”. I recall with cherished memories of the launching of the ILO programme on 21 January 2004 as Sea Cliff Hotel in Dar-es-Salaam and I am glad it has continued to work with its Partner Organizations under ALAT as we witness today.

May I also take this opportunity to welcome and say Karibu to all of you to Dar-es-Salaam and in particular those from the Ministries of Local Government in Kenya and Uganda, Town Clerks and Mayors of Jinja, Nakuru and Nanyuki. I believe you will find our City of Dar-es-Salaam friendlier than ever before.

Distinguished Participants, ladies and Gentlemen, my presence here today is to re-affirm the Government’s commitment to the cause of the ILO Programme that is capacity building in our municipalities and cities to address the problem of infrastructure and service delivery for the twin objective of employment creation for the urban poor and service delivery. Job creation is a big challenge we are facing in the fast growing urban settlements as we cope with the unprecedented rate of
urbanization. As we are all aware, employment creation is top on the agenda of the fourth phase of Tanzania leadership as we are targeting at the creation of 1 million jobs over the next five years.

Distinguished Participants, we are informed that in 1950, one third of the world’s people lived in cities. Just fifty years later, this population has risen to one half and will continue to grow to two thirds, or 6 billion people by 2050. In terms of population densities, spatial distribution, economic activity and social attitude, the third world has become urbanized. Currently one billion people in the world are slum dwellers. It is now projected that half the people of the developing world are expected to live in the urban areas by 2015. This is not far from today. The urbanization in developing countries, unlike the developed, is taking place without industrialization which has offered opportunities for employment with perspective incomes for decent living. In the developing countries, the local governments have been unable to satisfy the growing need for the services and shelter thus manifesting into between 50 and 70% of urban areas in Africa being informal, with inadequate basic services resulting in overcrowded and unsanitary working conditions. Opportunities for employment in these area are few, and the majority are forced to earn a living in the informal economy where conditions and security are poor. Solid waste collection is a major concern, being essential for access, drainage and public health, and also provides the opportunity for employment creation. The Forum has come at the right time to deliberate upon these challenges.

Distinguished Forum Participants, the 1980s whereby many developing world countries adopted Structural Adjustment Policies to reduce external debts, contain national budget deficits, greatly limited public sector’s capacity to absorb labor with a major consequence of increased unemployment, severe cuts in social-economic infrastructure. Non-involvement of beneficiaries and absence of policies and flexibility in adopting by-laws to deal with the type of problems emerging within squatter and informal settlements, have been also part of the constraints the Local Government authorities have continued to face. The above notwithstanding, mismanagement of meager municipal resources and overly-bureaucratic and ineffectual management, has led to overloaded and un-maintained systems.

The impact of each of the factor varies according to the context, but all contribute to the more visible problem of deteriorating services and infrastructure, and are an intrinsic part of the municipal service problem.

Distinguished Forum Participants, the Forum could therefore be described to have come at an opportune time as I said. Local Government continue to look for suitable solutions. Some which I may suggest for your critical further review include:-

(i) Transforming the role of informal sector to play a more dominant role for employment creation and income generation to alleviate urban poverty.

(ii) Encouraging community participation through enabling and participatory strategies to provide the basic services.
(iii) Providing and protecting the deterioration of the urban environment, existing services especially in the informal settlements where most of our urban population lives.

(iv) Improving urban management and governance with decentralized authority to local governments, CBOs, NGOs, etc from central government as we have been trying to do.

Distinguished Forum Participants, that makes the ILO Programme Approach along engaging private sector and community groups in delivering the municipal services along the Public Private Partnership approach through their capacity building programmes as a rational approach worth serious discussion and deliberation in the Forum. I wish to particularly commend them for the beneficiaries we have learnt that have benefited from the capacity building activities in the municipalities in Tanzania, Kenya and Uganda. My request is that more should receive the training as well.

Distinguished Forum Participants, ILO has given us the grim picture of how the problem of employment is in the world especially on young women and men and how the programme has attempted to contribute to employment creation while at the same time contributing to better service delivery. I take this opportunity to thank the ILO for that. The predecessor to this programme, the Dar-es-salaam Solid waste Project (1998-2003) showed the PPP approach created 2000 jobs while waste collection increased from 4% (1993) to 40% (2002) with more than 50 franchisees engaged. The current programme which ends this June, targets 5000 jobs to be created. This is why more and more municipalities in Tanzania, Kenya and Uganda are requesting for the programme support. On our part on the Tanzania Government, we shall continue to support the programme interventions as well as assisting as the may be in supporting for more local and external resources mobilization. The capacity already built in the local institutions, makes the way forward for up-scaling lessons learnt easy, and I understand some are represented here, and will contribute to the Forum on how we can take up the emerging challenges so that more jobs are created to contribute to alleviation of urban poverty which threatens on survival in the cities.

Distinguished Forum Participants, I am saying so because employment or job creation is a major regional and global issue which we in East Africa are concerned about.

The Governments of Tanzania, Kenya and Uganda emphasize the need for job creation for the poor. They expressed commitment to the Millennium Development Goals (MDGs) in particular the target to half the population living in slums by 2015. This has been translated into large scale initiatives to upgrade urban low income settlements through the building up and expansion of basic services. In Tanzania, the CIUP is an example as are the informal settlements upgrading programmes in Nairobi, Kenya and the First Urban Project in Uganda.

At the continent level, in September 2004 in Burkina Faso, the African Heads of States adopted a Declaration, Plan of Action and the follow-up Mechanisms on Employment and Poverty alleviation in Africa. As a follow-up the East African Sub-Regional
Ministerial Conference held in Zanzibar from 16 - 18 May 2005, continued to work on \textit{process of placing employment as an explicit and central objective of economic and social policies} through integration in the PRSPs. Within the Tanzanian context, the ILO programme is within its framework contributing to MKUKUTA priorities number 1 of achieving and sustaining broad based and equitable growth through SMEs development and promotion of PPPs and priority 2 of improving the quality of life and social well being, with particular focus on the poorest and most vulnerable groups.

Distinguished Forum Participants I have put above some areas we need to look at in this Forum so that we may improve the solid waste service delivery for the twin benefits of job creation and improved service delivery for urban poverty reduction. We have been informed of the challenges existing like; \textit{more community participation, conducive procurement procedures, improved working conditions, need for policy and the need for more resources as the demand is growing}. I take this opportunity to call upon the Forum which has all the stakeholders here from solid waste collectors, recyclers, users of services, municipal officials, academia, development partners, etc, to deliberate upon, and bring forth recommendation \textit{so that we can develop a durable “Integrated Solid Waste Management Strategy” for policy reform and development}. The Government will be pleased to work on them, and therefore look forward to receive the Forum Recommendations.

I wish to finally thank the DFID who through the ILO Programme has facilitated the holding of this Forum which has brought all the stakeholders to this event of the 1\textsuperscript{st} Urban Forum and request for their increased support for the programme interventions which are on demand in the East African municipalities.

Distinguished Forum Participants, with those remarks, I wish to now declare the 1\textsuperscript{st} Urban Forum whose theme is “Towards Integrated Solid Waste Management Strategy” opened.

\textbf{Thank you!}

\textbf{19 June 2006}
ANNEX 5

65% unemployed — ministry official

By Isaac Kalerwe

ABOUT 65% of Uganda’s labour force is unemployed, according to the labour and gender ministry.

Presenting a paper at a national consultation workshop on employment and poverty alleviation at Hotel Africana in Kampala yesterday, labour commissioner David Ogaram said 1.2 million children were child labourers.

He said Uganda created only 8,120 out of the needed 300,000 jobs annually.

Ogaram said 16,179 graduates and education leavers enter the job market yearly.

He said there was need to reform labour laws and to improve labour relations.

The gender ministry permanent secretary, Ralph Ochen, said the delay in passing the national employment policy negatively affected economic growth and development.

“We produced the national employment policy in 1998 but the finance ministry has not yet issued us with a certificate to operationalise it,” Ochen said.

THE NEW VISION - 11 MAY 2005
UGANDA
Teens make wealth from garbage

By Fred Ochilo

We are no longer in a time when we can see kids walking barefoot on the roads. They have now turned to the garbage sector to make a living. The last time I watched the news on TV, I was shocked to see a group of kids picking through garbage. Now, they have turned it into a business. I am proud of them.

The idea of making money from garbage is not new. However, the current trend has made it more appealing to the young population. This is because of the high cost of living, which has forced many people to look for alternative sources of income. The garbage sector has become a viable option for some of these young people.

The success of this venture can be attributed to the efforts of the government. The government has implemented policies that encourage recycling and waste management. This has made it easier for individuals to turn garbage into money. The government has also provided incentives to individuals and organizations that undertake recycling projects.

The success of this venture has also been attributed to the support of the community. The community has come together to support the individuals who are involved in this venture. This has made it easier for them to collect and sell the garbage.

The work of collecting and selling garbage has not been without challenges. There have been instances where individuals have been arrested for collecting garbage in unauthorized areas. However, this has not deterred the young people from continuing with their work. They have continued to find ways to make money from garbage.

The government has also been praised for its efforts in making it easier for individuals to turn garbage into money. The government has provided incentives to individuals and organizations that undertake recycling projects. This has made it easier for them to collect and sell the garbage.

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DAILY NEWS - 7 APRIL 2005
TANZANIA

PM launches recycling centre

THE Prime Minister, Mr Fredrick Sumaye, launched the Recycling Processing Center (RPC) in Dar es Salaam yesterday, calling for more such investments countrywide.

"What we normally term waste can be turned into valuable commodities," Mr Sumaye said during the launch ceremony held at the Tanzania Industrial Research and Development Organisation (TIRDO) grounds.

The premier also discouraged the public outcry to ban the manufacturing and use of plastic thin-film bags in the country due to their side effects on the environment.

"With facilities like RPC, we need not have to ban the use of plastic bags...we just need to put up strategies to ensure all used thin-film plastic bags are brought back for reuse as recyclable

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By DAILY NEWS Reporter

materials."

He described the launch of the UN Industrial Development Organisation (UNIDO) initiated centre as "a great milestone in the country’s industrial sector."

Mr Sumaye decried an increasing solid waste which has made solid waste management a major problem in urban centres but challenged the project stakeholders to extend it to other towns.

The premier also asked Tanzanians at household level to participate actively in the waste recycling through waste collection.

"Garbage should no longer be discarded indiscriminately...they are economic resources," he said.

He assured of the government’s support to recycling projects in the country through policies that promote recycling and waste minimisation.

UNIDO initiated the RPC in October 2001 at the request of the Ministry of Industry and Trade.

The project forms part of environment component under UNIDO’s integrated industrial development programme for Tanzania.

The specific goals of the project include creating linkages between secondary raw material supply, processing and products; employment creation; and promoting waste recovery and sorting at source.

The project’s main stakeholders include the Ministry of Trade, the National Cleaner Production Centre, Dar es Salaam City Council and its three municipalities and TIRDO, which hosts the project.
Mwanaidi Msoza: Success comes to serious, committed people

One to Watch
With Rachel Mkundia
rmkundia@guardian.co.tz

WHEN you want to do something for your own development, availability of capital doesn’t matter. What matters is commitment and seriousness on what you want to do. Sometime you do not need to go to the banks or other financial institutions to borrow money, which later would give you headache in repaying with a huge interest.

“As members of Kisatu Women Development Trust Fund (KIWODET), we contributed 100% each as capital. We managed to buy brooms and took others from our houses. That was our difficult starting point. Now we were talking about millions in our bank account,” says Mwanaidi Msoza, the KIWODET chairperson.

“We started as a group of 20 women, although we have remained only eight now as founder members,” says Msoza of the beginning of their organisation. “Our major role was to make sure that Hananaf Ward is clean, and we do our work properly. We began under difficult conditions without protective gear such as gloves, gumboots, masks and helmets. Mwanaidi is a former Social Welfare Assistant who got her primary and middle school education at Magugu in Manyara Region. She started cleaning the Hananaf Ward in 1998. Before Mwanaidi and her colleagues joined that work, children for 20% were doing it. Children had to collect the garbage from houses and sell it to Kiondoni FM dump. As a mother, Mwanaidi felt bad to see children doing the job and sold the idea to fellow women to form a group.

The idea was accepted, and 20 women volunteered since the organization had no money by then. Before providing service, KIWODET had to follow such procedures as introducing its members to the Ward Councilor, Kiondoni Municipality and Dar es Salaam City Council authorities.

“We first contributed 100% each and bought black plastic bags for garbage collection. We paid 200 per bag when collected,” says Msoza.

“It was very difficult for the community to accept our job, but we tried to educate them. As days went, people came to accept us and we collected up to 200,000,” she explains.

In 2001 Dar es Salaam City Council privatized garbage collection and the group was required to register as a contractor. “Thank God, we got a year’s contract and started hiring a lorry for 20,000 per trip,” Msoza recalls. KIWODET was launched without a single vehicle but with assistance from the International Labour Organisation (ILO), we have managed to buy a used tractor with a trailer that can collect nine tonnes per day,” she adds. ILO granted 2m to the group. “When we applied for a loan from any organization, we were told that we are not business oriented,” she noted.

The group has employed 30 people in road cleaning, garbage and fees collection. The work has enabled women to improve the standard of living. Some have managed to send their children to launch small-scale income generating projects and transfer the knowledge on solid waste management to other women groups. ILO has been supporting the group capacity building, entrepreneurship and problem-solving.

“We have also made study tours within and outside the country,” she says. Where there are successes there are also failures and problems. Currently, KIWODET members complain of lack of protective gear to perform their work.

“I urge research institutions, like the Dar es Salaam Institute of Technology to conduct a study on suitable materials to be used as protective equipment,” Mwanaidi explains.

She completed her secondary education at Nganza Secondary School in Mwanza Region before securing a job as an assistant welfare officer. As a single parent, Mwanaidi advises housewives that it is not the right time for them to stay at home and wait for Good Samaritans. “Join women groups and engage yourself in various community activities. Everything has a starting point,” she says.