Employment creation in municipal service delivery in Eastern Africa

Improving living conditions and providing jobs for the poor

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Lead Office: ILO Office Dar es Salaam

In collaboration with ILO-Small Enterprise Development (PPP), ILO-Employment-Intensive Investment Programme, ILO/ASIST-Africa, ILO Sub Regional Office, Addis Ababa, ILO-IPEC Tanzania

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Description of the Project

Involving community-based and other small-scale enterprises in service delivery can increase both service and income benefits for poor women and men. Public-private partnerships provide a framework for organizing such delivery systems. Partnerships in municipal solid waste collection involve multiple relationships - between local authorities, elected leaders, enterprises, waste collection workers and waste pickers, households and local businesses. These partnerships can be formalized through appropriate contracting procedures. Pro-poor contracting implies that these procedures are accessible and understandable for all women and men, that rights and obligations are well specified for the different actors, and that social issues are carefully considered. As a result of the project, a pro-poor approach to service delivery systems at municipal level which ensures job creation, social protection and adequate representation of poor women and men, and also improves the urban environment will be developed and disseminated.

The project is demand driven. Several local Governments and non-Governmental intermediary organisations in various developing countries have expressed demand for technical assistance by the ILO to promote employment in the waste sector as a way out of poverty. Informed about the success of the Dar es Salaam solid waste management strategy many municipalities and towns in Tanzania, Uganda and Kenya have approached the ILO with requests for support in solid waste management. In response to this demand, the IFP/SEED and ILO/ASIST-Africa have funded a national professional to provide support since the completion of the last project. This project therefore targets the already motivated municipal authorities, eager to cooperate under this new project.

The government of Tanzania has identified employment creation, particularly through support to the informal economy and small and medium enterprises, as a key poverty reduction strategy and has made budgetary allocations the 2002/3 budget to support such initiatives. Dar es Salaam City Council, UN-HABITAT and ILO have jointly prepared a proposal to the Cities Alliance to establish city wide mechanisms to support improvement of safe living environment and poverty reduction. A specific objective of the proposal is greater dialogue and involvement of community groups, NGO's, CBO's with local authorities. Trade Unions in Tanzania are strongly supporting organisation of the informal economy through strengthening of associations, in line with the proposed project.

Problem Analysis

Urban areas of developing countries are growing at an unprecedented rate. Local governments have been unable to satisfy the growing need for services and shelter. As a result, approximately 50 and 70% of urban areas in Africa house informal settlements characterised by overcrowding and by inadequate services, giving rise to insanitary living and working conditions. Opportunities for employment in these areas are few, and the
majority are forced to earn a living in the informal economy where working conditions and social security are poor. Solid waste collection is a major concern since it has an impact on access, drainage and public health. It also represents an opportunity for employment creation. Despite this, the majority of informal settlements are not provided with any formal solid waste collection service.

Local governments are increasingly turning towards the private sector and community groups for support in delivering services. Through a comprehensive planning process aimed at involving informal, community-based initiatives and micro-enterprises, public service delivery can be improved in a sustainable manner. The resulting public-private partnerships (PPP's) have the potential to both improve services and create employment. However, the private sector, which is primarily profit driven, may not be as concerned with delivering services to the poor or ensuring decent working conditions for employees as public sector organizations. The ILO supports initiatives to address these problems by using local, small, community-based enterprises, thereby supporting formalization of existing informal service deliverers, providing services that are more appropriate and accessible to poor communities and opening up employment opportunities to poor men and women. This project aims to further strengthen the system and inform policy with a view to making PPP's more pro-poor.

The Dar es Salaam experience

After the serious failure of public-sector solid waste collection in Dar es Salaam, a city consultation identified solid waste management as the key priority within the city. Over the last years, the Dar es Salaam City Council, with support from ILO and others, has made significant progress in tackling the problem. The government has adopted by-laws regulating the waste collection and the three municipalities in Dar es Salaam have formally advertized, tendered and awarded contracts to micro-enterprises for waste collection and street sweeping. The households generating the waste pay directly to the waste collection enterprises. Much has been achieved in terms of employment creation, income generation, social integration, waste collected and disposed, area covered and environmental cleanliness in general:

- More than 2000 jobs have been directly created and 50 micro enterprises are involved in waste collection, some of which are community-based enterprises. These jobs are primarily held by poor women and men. Child labour in waste collection has been eliminated where formal waste collectors are operating effectively.
- The cleanliness of the city has been improved and the waste collected and disposed on the official waste dumpsite has dramatically increased since 1995 and now covers 40% of the total household waste generated in the city.
Various initiatives have been developed for supporting waste recycling community groups and micro enterprises and jointly with UNIDO a waste recycling survey has been conducted. Hundreds of additional jobs have been created for women and men in these activities.

This experience represents a significant step forward in both improving environmental services and micro-enterprise development and provides a model that is attracting strong interest from other cities and municipalities in the country and region. An independent evaluation of the International NGO SKAT, Switzerland judged the Dar es Salaam approach to be a model for many other cities around the world.

However, the issue of waste fee collection remains an outstanding problem especially in low-income areas. Many franchisees and CBO’s in low-income areas struggle financially to survive. Waste franchisees scramble for high-income areas and the central business district where fees are greater and access easier than in low-income areas. Thus many low-income areas lack franchisees to serve them, although some - with or without external support - have mobilized CBOs to serve them under agreements with local leaders in the community.

Recent studies by ILO on working conditions and contracting approaches showed serious shortfalls in the system. Labour standards and occupational safety and health conditions are sub-standard, despite sensitization and training. Child labour still exists in collection and scavenging activities. Women waste collectors, for whom these jobs are often the only income-generating option available, remain most vulnerable. In general, the small enterprises are weak, having a high turnover rate and lacking protection from the procurement system. The result is that solid waste collection is not as effective as it could be and decent work is a goal that has yet to be reached.
Potential in Kenya and Uganda

In Kenya and Uganda waste collection is done primarily by municipal workers and sub-contracted to larger enterprises. An ILO study in 2001\(^1\) identified many opportunities for improvement in terms of cleanliness and job creation by involving small enterprises. Much informal collection and recycling is undertaken by small units. The study recommended a more formalized, commonly agreed and transparent franchising system, which could be gradually applied to cities such as Mombasa, Kisumu and Nairobi.

In Uganda, urban development programmes implemented by the city councils and supported by the World Bank have repeatedly asked ILO for advice and training to introduce enterprise-based delivery systems in waste collection. In Kampala, pilot areas have been designated to experiment with contracting of community-based enterprises.

ILO Expertise

ILO is uniquely positioned to emphasize the employment dimension in service delivery at the local level. The Employment Intensive Investment Programme’s work has shown the importance of labour-based technology in the construction and maintenance of infrastructure. The current proposal applies that approach to service as an infrastructure facility.

The Small Enterprise Development Unit (IFP/SEED) has developed a enterprise-based waste collection. The project for Tanzania is part of SEED’s Public-Private Partnership Programme (PPP) to strengthen capacities of local government officials and intermediary institutions to jointly promote small enterprise development at municipal level. A particular emphasis is given to fostering public-private partnerships for the delivery of municipal services to the urban poor. SEED’s PPP programme is currently operational in 7 countries including Tanzania, Zambia, Vietnam, Indonesia, Honduras, Nicaragua and Bolivia. At the interregional level, PPP develops approaches and finalizes tools to support country programmes (e.g. Course Guide on Local Employment in the Informal Economy for municipal officials and their partners; Community contracting guidelines; Start your waste collection business and Start your water distribution business training materials).

Between 1997 and 2001, the UNDP-funded a DCC/ILO programme to improve solid waste management as an integrated component of the nationally executed Sustainable Dar es Salaam Project, working together with UN-Habitat and UNIDO. The ILO, supported the involvement of the local private sector principally by developing an approach for micro enterprise involvement in waste collection and by providing advice and training to local authorities and waste collection enterprises. Although the project formally ended in 2001, the ILO continues to support urban authorities and micro enterprises involved in waste collection on improving the waste management system, developing sound business

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\(^1\) ILO, IFP/SEED, “Employment Creation through privatised waste collection, Kenya”, March 2001
management, good customer relations and safe working conditions. More recently, ILO has undertaken two in-depth studies to address working conditions, child labour prevention and contracting procedures. A report synthesizing ways to make waste collection benefit and protect poor women and men has been published.

As waste collection is often viewed as a job opportunity of the last resort, the project holds a particular challenge for the ILO. Its work on the prevention of child labour can be made relevant in this area, as much as that on promotion safe working conditions and preventing accidents. The project will link into other ongoing ILO programmes in the sub-region including the Gender, Poverty and Employment project operating in Tanzania and Uganda and ILO-IPEC time-bound programme in Tanzania which is working towards the elimination of the worst forms of child labour, with strategies that include increased employment opportunities for vulnerable families.

The strength of the approach lies in the quality and enforcement of contracts with service providers, and agreements between the latter and their customers (households and businesses). The need to incorporate the rights of the poor and enhance their ability to excise these, represents the rationale for the involvement of ILO’s expertise on rights at work.

The ILO in collaboration with UN-HABITAT, is also developing a national capacity building scheme for municipalities on ‘Better services and more jobs’ as part of a global capacity-building programme. The experience of this project will be fed into and disseminated through this programme both nationally and globally.

**Link to National Development Frameworks**

The government of Tanzania recognises employment creation as an important strategy for poverty reduction and has included employment among its priorities in the Tanzanian Assistance Strategy (TAS, 2000). Support to small and medium enterprises is seen as a key strategy, indicated by its inclusion in the 2002/3 budget. The national employment policy, 2002 identifies service sectors and the informal economy as key in its employment creation policy. The Poverty Reduction Strategy Paper (PRSP) in Tanzania has identified employment as a cross-cutting issue. The Country Action Programme for poverty-reducing employment creation under the PRSP recommends projects/programmes targeting disadvantaged groups and operators in the informal sector and small and medium enterprises.

The United Nations Development Assistance Framework (UNDAF) for Tanzania was developed from the TAS and PRSP. This project specifically contributes to the achievement of operational objective 4.2 of the UNDAF: “to support the public-private sector dialogue and initiatives aimed at evolving appropriate policies and legislation for
investment and private sector development” through strengthening private sector associations and networks, assisting government to develop and improve the regulatory framework and facilitating the recognition of the informal economy.

**Target Groups**

The ultimate beneficiaries include:
- Urban poor women, men and children living in low-income urban areas (many of them un(der)-employed in the informal economy)
- Community-based and micro enterprises
- Local residents from whom waste is collected and who will live in a cleaner environment

The direct recipients are:
- Local authorities in 15 municipalities (including 12 in Tanzania, 2 in Kenya and 1 in Uganda)
- Small, community-based waste collection enterprises and scavengers and their representative associations

Local training institutes such as Dar es Salaam Institute of Technology (DIT), University College of Land and Architectural Studies (UCLAS), Start and Improve Your Business (SIYB) master trainers

Recent ILO studies in Dar es Salaam have revealed the poverty profile of current waste workers, showing that the sector provides employment opportunities for very poor men and women.

<table>
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<th>Poverty Profile of Waste Workers in Dar es Salaam (2003)</th>
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<td>- 75% have only, or only partial, primary education</td>
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<td>- 70% have dependants, and women have more than men</td>
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<td>- 50% of women are divorced/separated/widowed</td>
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<td>- For 68% of women, waste collection is the first paid job; for men: 30%</td>
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<td>- For 92% of all, this is the “only job they could find”</td>
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<td>- Average monthly income from waste collection: for men US$38, for women US$30² (Tanzanian min. wage US$45/mth)</td>
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<td>- 98% assessed themselves as belonging to the poor</td>
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The target groups will be reached by focusing on areas classified as low- and middle-income neighbourhoods, and on small and community-based service providers. Municipal authorities responsible for contract monitoring and re-evaluation of franchised enterprises will have access to recent ILO studies on solid-waste worker profiles and vulnerability to child

² This does not always represent their total monthly income
labour. ILO training will emphasize pro-poor elements in contract awarding. Capacity building of entrepreneurs and associations will address poverty-related issues in marketing, fee setting and payment, and promote improved working conditions and mutual health insurance for entrepreneurs and workers.

Aims of the project

The project goal is increased employment opportunities for vulnerable families, reduced child labour and improved living and working conditions for the urban poor.

Its immediate objective is to increase the involvement of micro and community enterprises in the delivery of environmental services in 15 municipalities in East Africa.

Outputs and Activities

Output 1: Adapted versions of the ILO training guide on 'Local Employment in the Informal Economy' will be developed and local trainers trained to use a participatory and inclusive decision-making process, to identify potential partners and to involve them in service delivery for the poor.

Output 2: Inclusive procurement systems (including contract documents and cost recovery mechanisms) will be developed to support the participation of target groups in service delivery and receipt.

Output 3: Participatory monitoring systems in line with the Government's Poverty Monitoring System, with indicators related to poverty, environment, decent employment and child labour will be developed and used by government structures designated to support the implementation of poverty reduction strategies.

Output 4: Training materials for waste collection and recycling enterprises covering technical, business and working conditions (especially related to women) will be developed and capacity built within national training centres to provide support to associations of waste collectors and scavengers.

Output 5: Access to loans and credit facilities for MSEs of both women and men will be facilitated.

Output 6: Formation and strengthening of associations of waste collectors and scavengers will be supported and trade union capacity enhanced to organise informal economy workers.

Output 7: Publicity campaigns and information dissemination developed with municipalities and small enterprise associations to increase participation/payment levels and encourage more MSEs to serve poor, under-serviced areas.
**Output 8:** National networks ("Urban Forum") of municipal staff will be created or strengthened and national ministries and support organizations providing exchange and mutual support helped to enhance the effectiveness of poverty reduction strategies.

**Output 9:** Lessons learnt on the basis of case studies, project review, advice and support to national policy development, will be documented, validated and disseminated through regional/international workshops on employment creation and micro enterprise involvement in public service delivery.

**Output 10:** Income, security of employment and access to social services for solid waste workers will be increased and the incidence of child labour reduced.

**Strategy**

The project aims to inform policies related to support to the informal economy and public-private partnerships by demonstrating the components necessary to ensure that these approaches result in improved service delivery and decent employment opportunities for the poor. In so doing, the project will to contribute to PRSPs and to attaining MDG targets, specifically through reduced urban poverty.

Lessons learned and experiences gained in privatised solid waste management in Dar es Salaam, will assist replication of the same in targeted project areas. The project will provide an opportunity for institutional strengthening and capacity building in Municipal Authorities, MSEs, and other associated institutions. It will contribute to reducing financial burden incurred by Municipalities through privatisation process and cost recovery mechanisms.

The project is an opportunity to enhance working conditions and prevent child labour. It intends to demonstrate that decent work can be promoted in a sub-sector that is characterized by precarious jobs, adverse working conditions and child labour. If waste collection can be provided sustainably through the suggested approach, other basic services may be organized in the same manner. Sanitation and fresh water distribution are sub-sectors where small-scale community initiatives are already developing.

The approach focuses on the development of partnerships between local authorities, micro enterprises and community groups (residents) in decision-making and service delivery. The aim is 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. Discussions and joint decision-making between the partners will be encouraged and facilitated to ensure that both the public and private sectors support the waste management strategy. The ILO training course on 'Local Employment in the Informal
Economy will be adapted to the Tanzanian situation and used to raise awareness and facilitate dialogue between the public and private sectors.

The project will provide assistance in developing an enabling environment through appropriate by-laws regulating waste management at municipal level. In Dar es Salaam by-laws for solid waste management have been developed and approved over the last few years. However, these bylaws need monitoring and further adjustments to make them more appropriate. To formalise the partnerships developed, waste collection enterprises or community groups need to enter into contracts with the local authorities to authorise them to collect waste in a certain area. The project will consider the entire procurement process including tendering and contracting practices. An essential element in the waste contracting system will be to develop an appropriate, participatory monitoring system whereby local authorities, enterprise associations and residents jointly ensure that waste collection enterprises are carrying out the work satisfactorily while providing decent working conditions for the workers.

The project will ensure that local training institutes have the capacity to provide training to micro enterprises, community groups and local authorities in solid waste management. Well-developed training material was produced in Lusaka, Zambia that will be adapted to the Tanzanian situation. In addition to training, the project will support micro enterprises in registration, obtaining loans/equipment and providing proper working conditions. The formation and strengthening of associations will be supported as an on-going support mechanism for micro enterprises. Publicity campaigns with elected leaders and residents regarding service delivery by small enterprises against payment will be developed jointly with municipalities and small enterprise associations to strengthen financial sustainability and acceptance.

The focus of the project will be on Tanzania. Initiatives in Kenya and Uganda will be supported through specific training and advisory services. These will be offered in response to requests for support from municipalities, Ministries of Labour, Ministries of Local Government, waste collectors’ associations, and training institutions. Preferably, this will be implemented in collaboration with on-going technical assistance programmes (bilateral and multilateral). At the end of the project a sub-regional training facility at an existing institution will have been developed for continued technical support in the three countries.

**Gender equality**

Job creation in waste collection appears to benefit women and youth in particular. But the division of labour in waste collection often leaves women most vulnerable. Few enterprises are at present managed by women, whilst in contractors’ associations men hold the leadership positions. The project will continue to address gender equality in training and

advisory services. Data collection through case studies and monitoring systems set up by municipalities will include a gender breakdown. Specific training will be undertaken to strengthen the negotiation and organizational capacity of women. The project will collaborate with ILO support programmes addressing gender, such as the Gender, Poverty and Employment training programme (GPE), and IPF/SEED’s work on women entrepreneurship and gender (WEDGE).

Knowledge dissemination

Documentation of the approach as it develops and sharing of lessons learnt with other stakeholders globally are seen as key to ensuring that the project achievements are replicated and that they influence policy related to support to the informal economy and public-private partnerships. Project evaluations, impact assessments and research results will be the basis for a substantive final report containing policy lessons and practical recommendations for the replication and up scaling of service delivery systems that ensure access by the poor and provide opportunities for decent work in the informal economy.

National and sub-regional exchange mechanisms and networks will be established to share information and experiences and to develop a conducive environment for replication. This will be done in conjunction with ongoing national efforts for effective decentralisation of governance. The project will support active networking and information exchange between cities in various countries. Existing networks and resource centres will be employed to disseminate information. These include UN-HABITAT, the Consultative Working Group on Solid Waste Management in low and middle income countries (CWG) and UNDP’s Public-private Partnerships for the urban environment (PPPUE). Exchange of information with other programmes supporting the informal economy, both within and outside the ILO, will be carried out through these partners and internal ILO structures.

Communication and visibility

The project’s first phase has had a high exposure in the national and regional press. Dar es Salaam has been an example for East Africa on how job creation and environmental services can go hand in hand. Several videos have been made and shown on national TV. The result of this visibility is numerous requests for information, support and participation. Internationally, the approach is being heralded by various agencies. ILO Dar es Salaam receives many requests from Msc and PhD students wanting to evaluate local practices. The project could be a case to show that decent work can also be obtained through collection and recycling of household waste.

Sustainability

The success of the project depends on the continued interest of the local authorities to support the development of micro enterprises and deliver basic urban services even in the
event of a change of leadership. It also depends on the willingness of people to pay for services. Currently cross subsidisation is being done between households who pay less and business premises, which pay more. Further opportunities for cross subsidisation (between high and lower income areas) will be studied and discussed.

The sustainability of the solid waste management system is a key issue and will be promoted through:
- Direct payment for services delivered
- Capacity of local authorities and community representatives to monitor the system
- Exchange of information and experiences between municipalities and between countries
- Capacity of local training institutes to deliver training and guidance
- An appropriate regulatory framework (by-laws, contracting procedures and monitoring) for solid waste management.

Role of Constituents

Through consultations over the past few years, the Trade Unions and Employers’ Organizations in Tanzania have been informed of the beneficial results of this approach both for the environment and for employment creation. The poverty reduction impact of the approach has been underlined by trade unions at national workshops and conferences.

The extension and replication of the approach has been supported by the social partners in meetings with the ILO staff in Dar es Salaam and by presentations of the Ministry of Labour at international venues such as the World Urban Forum in Nairobi 2002. Their role in the implementation of the project will be subject to further consultations, in particular with respect to ensuring rights, occupational safety and health, and adequate representation and voice for those engaged in waste collection and other services. The social partners will be invited to join the project steering committee.

Institutional set-up

National project partners:
The project will be implemented by the Heads of the relevant Departments at municipal level, in close coordination with the President’s Office, the Regional Administration and Local Government (PO-RALG), and the Association of local Authorities of Tanzania (ALAT). Capacity building for micro and community enterprises will be carried out by private sector training institutions (such as DIT) and representative organizations (such as Tanzanian Environment and Waste Association (TEWA) and Dar es Salaam Waste Management Association (DAWAMA) and the scavengers’ association (UTADA/JITUME).

The project management team will consist of a regional project manager and two national experts based at the ILO Dar es Salaam Office. The team will integrate the experience,
network and assets of the current national ILO advisor on waste management through public-private partnerships and will include expertise in training, institution-building, monitoring and evaluation.

In Kenya and Uganda, the project will be implemented through collaborating partner institutions such as ITDG, Nairobi, and the Kampala City Council, Uganda. Sub-regional training institutions will be identified for capacity building so that support will continue to be provided after the end of the project in 2006.

ILO will provide continued and high-level technical support through the Employment Intensive Investment Specialist and future Small Enterprise Development Specialist in the ILO Sub-Regional Office in Addis Ababa, ILO/ASIST-Africa in Harare and IFP/SEED and EIIP in Geneva.

One of the project’s expected institutional results is a functioning “Urban Forum” where public and private partners of the project will exchange information, build new knowledge and start providing technical support at local level. Ultimately, this could be the institution that may gradually assume implementing responsibilities under the project. Such a forum has been identified as important by PO-RALG and will be supported by the proposed ILO/UN-HABITAT training programme.

To advise and support the project management team, ILO and PO-RALG will establish a Project Steering Committee consisting of key project partners, including representatives of the social partners, relevant associations and other ILO programmes. This Committee will convene every six months and discuss the progress and work plan of the project. Another important task of the Committee is to ensure good working relations of the project with relevant Governmental institutions, related support programmes (e.g. by DANIDA, UN-HABITAT, UNIDO) and NGOs active in community development and environmental sustainability (e.g. NEMC, CARE Tanzania, etc.).

**Partnerships**

The approach being strengthened and expanded in the project has been heralded by UNDP and by UN-HABITAT as major innovation in the area of service provision by understaffed and cash-strapped local governments. Close collaboration has been established with UN-HABITAT through previous work with the Sustainable Cities Programme Dar es Salaam and the new “Better Service and Decent Jobs” inter-regional training programme (with the ILO’s International Training Centre in Turin).

The Collaborative Working Group for solid waste management in low and middle income countries has held its bi-annual workshop in Dar es Salaam in March 2003, showing the
potential of the approach for practitioners from all over the world. The CWG will be a key partner in disseminating findings to interested stakeholders worldwide.

Within the ILO, the project builds on co-operation between ILO-ASIST, the ILO Sub-regional Office in Addis Ababa, IFP/SEED and EIIP for more comprehensive employment promotion programmes at local level. Further collaboration with ILO-IPEC Time Bound Programme Tanzania, SECTOR (construction industry specialist) and Jobs for Africa will be developed.

The project will also align with donor support programmes in urban development, such as

- the DANIDA-funded Sustainable Cities Programme, supporting sustainable environmental planning in nine up-country municipalities in Tanzania
- The Norwegian-funded UNIDO recycling project in Dar es Salaam, strengthening small-scale industries processing waste plastic and paper.
- CARE’s project for CBO waste collection service providers in low-income areas in Dar es Salaam rejected by franchisees who apply for tenders
- World Bank First Urban Project, Uganda
- At regional level (East Africa), ILO is intensifying its relations with UN-HABITAT and Cities Alliance project for community-based slum upgrading.

Millennium Declaration and MDG project: project staff will contribute to the international Task Force on the target of halving the world’s cities slums.

**In Conclusion**

The project will show how decent work can be made meaningful at the level of municipal governments. In an activity that is often regarded as one of the last resorts for the poor to find a job, this approach will help to integrate existing, informal and often extra-legal waste collection initiatives into a single, city-wide system. Through opening tender procedures for community enterprises and stimulating business start-up in waste collection, opportunities for decent work will also become available to the urban poor. By harnessing rights and obligations through reformed, pro-poor contracting procedures, working conditions and representation of waste workers will be enhanced. An added dimension of decent work is the impact the approach will have on improving the living conditions especially in unplanned, low-income neighbourhoods, by making the households and streets cleaner and healthier to live.

The project will help to reduce poverty in many ways. First, it creates new jobs, particularly accessible for the more vulnerable groups in the economy (youth, women and the under-employed) as indicated by the waste collectors poverty profile above. Second, it promotes a service delivery method that expands coverage and accessibility to previously un-served, poor areas, thereby improving working and living conditions, improving access and reducing the environmental health burden. Third, it helps community organizations build trust and assets for the benefit of those living in their area. By obtaining a formal
franchise of the municipality they join the mainstream and become recognised economic actors.

The project will directly contribute to the following two millennium development goals:

- By 2020 to have achieved a significant improvement in the lives of at least 100 million slum dwellers.
- In cooperation with developing countries, develop and implement strategies for decent and productive work for youth.

Lastly, the 2002 World Summit on Sustainable Development in Johannesburg highlighted the explicit link between environmental protection and employment. The evidence is increasingly clear that environmental degradation is linked both to poverty and to unsustainable production and consumption patterns. These, in turn, are linked to existing and future employment. There is growing recognition that the next generation of industries and jobs will need to be sustainable in environmental terms. More sustainable growth makes for more sustainable jobs. The project will contribute to job creation that preserves and improves the urban environment.

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