Seven Steps for implementing waste picker integration

Step 5 Institutionalize



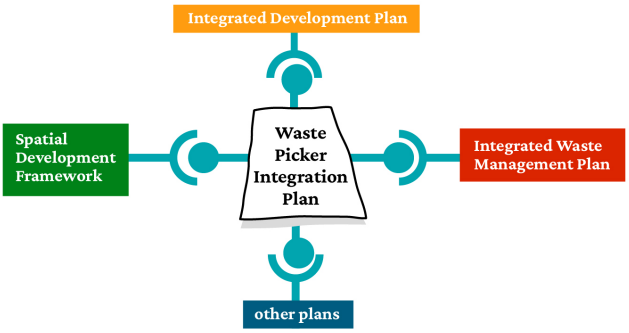
Adopt the WPIP



participatory monitoring and evaluation process



Establish a **permanent WPI Committee**



Align policies and plans

The Waste Picker Integration Plan (WPIP) needs to be institutionalised within the municipality so that it is recognized and prioritised, a budget can be allocated for it, and officials key performance indicators can be revised to include responsibility for implementing the WPIP. This is why the fifth step in the waste picker integration process is Institutionalising the Waste Picker Integration Plan (WPIP) developed by the collaborative Working Group.

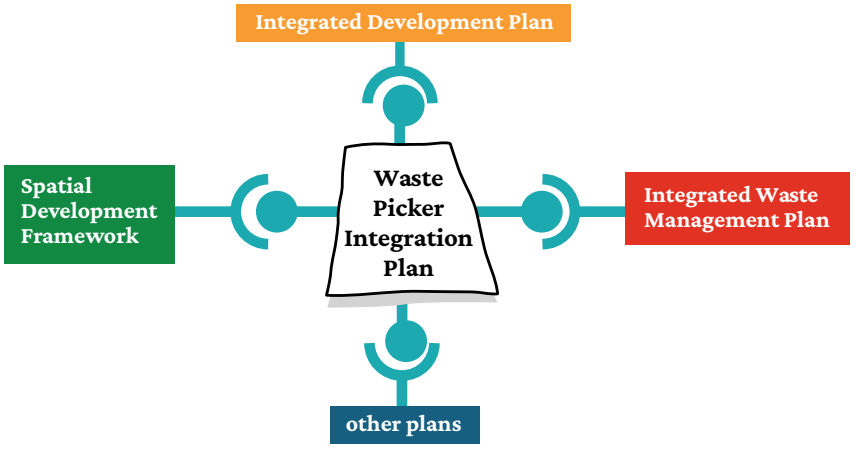
Institutionalizing a new programme means setting up the systems inside the municipality to make the programme work. It requires alignment of the municipality's policies and plans with waste picker integration and that the objectives of waste picker integration and embedded in all relevant municipal plans and programmes.

Key activities

1. **Aligning policies and plans**
2. **Developing participatory systems to monitor, evaluate and revise the WPIP**
3. **Creating a permanent Waste Picker Integration Committee**
4. **Adopting the WPIP**

1. Aligning policies and plans

Institutionalizing a new programme means setting up the systems inside the municipality to make the programme work. This includes the plans and the procedures and the people that will take the actions required for waste picker integration. The following actions are necessary:



Align existing plans: In Step 1 the Municipal Task Team identified relevant policies and plans that impact on waste picker integration. These should be reviewed. Sometimes this means adjusting the various plans to align with one another.

Incorporate the issue in strategic plans: In order to institutionalise the WPIP it is necessary for it to be included in the IDP but also in other strategic documents.

Include it in KPIs: It should also be reflected in the annual scorecards of the Heads of Departments

Align new plans: Institutional alignment of plans also means ensuring that the WPIP aligns with the municipality's core plans and strategies. And it means the core plans must prioritize waste picker integration in their action plans, targets and budgets.

Spatial plans must be aligned with waste picker integration
Waste pickers work in spaces of cities and towns. That means they should be incorporated into the spatial plans at various levels.

To plan properly there are many types of plans, at different scales. In larger cities there may be more plans. These plans may affect integration of waste pickers in some way and may need to include actions or strategies for integration. For example, in Johannesburg, the city-wide plans that relate to urban planning could include:

CITY –WIDE PLANS:

- The **Growth and Development Strategy** sets the high-level, long-term strategic direction of the city
- The **Integrated Development Plan** outlines the five-year targets and programmes of the city
- The **Growth Management Strategy** links capital investment programmes and planning instruments to desired patterns of growth across the city
- The **Spatial Development Framework** provides a clear direction for the future physical growth of the city
- The **Land Use Management Plan** (or Town Planning Scheme) specifies the development rights and controls in relation to each property in the city
- The **Integrated Waste Management Plan**

REGIONAL PLANS

At regional and local neighbourhood levels there are also **Spatial Development Frameworks** that guide decision-making on development applications in each of the seven regions of the city and in specified localities. And importantly for waste management, there are **Urban Management Plans,** which are operational plans concerned with improved co-ordination and management of service delivery and by-law enforcement in each region.

DEPARTMENTAL PLANS

In addition, each department has its own plans.

Waste picker integration should be factored into all of these plans, as well as plans developed by economic, safety, health, social and environmental units of the municipality.



THE WORKING GROUP MUST ALSO:

- clarify which other relevant plans (including local area plans) need to indicate the elements of the Waste Picker Integration Plan.
- have strategic consultations with the departments that oversee these plans.
- prepare documents and submissions to motivate for the WPIP, including the principles underpinning it and the specific approaches
- redraft documents and plans to ensure alignment.

NOTE

Implementation requires more than words – action, targets, funds! It is important that actions, targets and budgets for waste picker integration be included in the IDP and in other relevant plans.



SUGGESTED ACTION

The Working Group should agree on a systematic process to conduct the institutionalizing work. It should include municipal officials and waste pickers and should have clear objectives, activities, deadlines and outcomes. Including waste pickers is important as it also increases their understanding of and ability to engage municipal planning processes.

TIP

Tool 8 on Institutionalising the WPIP identifies the key municipal plans and documents that must include the WPIP, other activities the Working Group should undertake to institutionalise the WPIP, and how to align KPIs to the achievement of waste picker integration. It is a handy resource to hang on your wall or put in your notebook to remind you of what needs to be done.

LINK TO: TOOL 8

2. Developing a participatory system to monitor, evaluate and revise the WPIP



The only way to know if the WPIP is achieving its goals and meaningfully integrating waste pickers is to monitor and evaluate implementation and revise the plan based on analysis of this data.

It can be revised while it is being implemented if necessary, as well as when the implementation cycle is coming to an end and a new WPIP must be developed.

Because of this, institutionalising the WPIP needs to include institutionalising a monitoring, evaluation and revision (ME&R) system. This needs to be done up front, before detailed implementation plans are developed.

A key part of developing the monitoring, evaluations and revision system is agreeing up front how the data will be generated, how it will be analysed by the Integration Committee/Working Group, and how the WPIP will be revised based on that information.

Waste pickers' and municipal officials' experiences and analysis of projects and programmes are key sources of data for monitoring and evaluation. In addition, waste pickers are able to engage with other waste pickers and municipal officials are able to engage with other officials to generate monitoring and evaluation data that other stakeholders would not be able to access. This is why it is crucial that the Working Group and municipality adopt participatory approach to monitoring and evaluation.

What is Participatory Monitoring, Evaluation and Revision?

When we think of monitoring and evaluation (M&E), we usually assume that it is being done by a manager, donor, or external expert. The person doing the M&E is not involved in the work or activities being monitored and evaluated.

But the people who are actually involved in the work and activities have crucial insights and analysis rooted in their everyday activities, critical reflections and collective discussions. They are the only ones who understand how things actually work. When they are treated as objects for M&E conducted by others, all of their knowledge, ideas and proposals are lost.

As we have seen, top-down approaches to waste picker integration do not work as they don't meet waste pickers' key needs and priorities, overlook key points that are well-known by waste pickers, can harm waste pickers and worsen rather than improve their conditions and incomes, and waste pickers simply choose not to participate.

In addition, recognising waste pickers' expertise and ensuring that waste pickers are centrally involved in all phases of programmes and initiatives that affect them are key components of waste picker integration in and of themselves. They are also explicitly included in the 10 Waste Picker Integration Principles in the Waste Picker Integration Guideline.

LINK TO: PRINCIPLES POSTER

For all of these reasons, it is necessary to develop a Waste Picker Integration Monitoring, Evaluation and Revision (ME&R) system that is participatory. This means that waste pickers are partners in developing the system, deciding what needs to be evaluated and how, conducting the monitoring and evaluation, and deciding on revisions to be made. The same applies to officials who are actually implementing waste picker integration. As different kinds of waste pickers have different experiences, knowledge and analysis, it is important that they all be included – male and female, landfill and streets, and South African and non-South African.

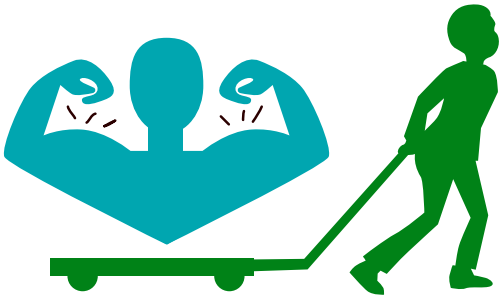
A participatory approach also means using participatory monitoring and evaluation methods in addition to interviews, focus groups, and traditional evaluation techniques. **Some of these include:**

- Photo-voice projects in which waste pickers take photos of aspects or effects of the programmes that are important to them and record themselves explaining the photos. They can also be interviewed by someone else who records their reflections.
- Participatory mapping exercises to show how a programme or system works on the ground to identify places where problems arise, successes have been achieved etc and then to explain these.
- Collective ranking exercises.

QUESTIONS FOR THE WORKING GROUP

The Working Group should discuss and agree:

- What are all the recycling and waste picker specific programmes that must be monitored and evaluated?
- How frequently should monitoring and evaluation take place?
- How will the monitoring, evaluation and revision (ME&R) system be developed?
- What needs to be monitored and evaluated to ensure that recycling and waste picker specific programmes advance waste picker integration?
- What form will the M&E take?
- What mechanisms will be used to ensure that revisions are made based on evidence from the M&E?
- How will waste pickers and all relevant stakeholders be involved in all phases of the ME&R?



3. Creating a permanent platform – Establish a Waste Picker Integration Committee



Once the WPIP has been completed and adopted, the Working Group has succeeded in achieving its main goal.

One of the final key tasks of the Working Group is to reach an agreement on the establishment of a permanent, collaborative, **Waste Picker Integration Committee.**

Purpose of the committee: The purpose of the Committee should be to oversee and ensure the success of waste picker integration in the municipality.

Representation: The Committee should include representatives from: waste picker organisations; representatives elected by autonomous waste pickers if there are no organisations; all relevant local and district municipal departments; academics; and NGOs. These committees could also include representatives of buy-back centres and industry, but this needs to be agreed by the Working Group

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QUESTIONS FOR THE WORKING GROUP

When setting up the Waste Picker Integration Committee, the Working Group should discuss and agree:

- How will decisions be made?
- How will disputes be resolved?
- How can we ensure that the Committee gives effect to the Waste Picker Integration Principles?

4. Adopting the WPIP



The municipality must formally adopt the WPIP as a Council-approved plan. It will be required to go through several processes before it reaches Council for approval.

The Working Group should determine which department and which officials should be responsible for taking it through the various committees.

TIP

It is also important that the WPIP is adopted by all stakeholders to ensure that the plan and its programmes are sustained in the long term
This plan will have been developed through a joint effort. Acknowledge and celebrate that collective action with all the stakeholders.

Reclaim Revalue Reframe
training programme

Building Capacity for Waste Picker Integration

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