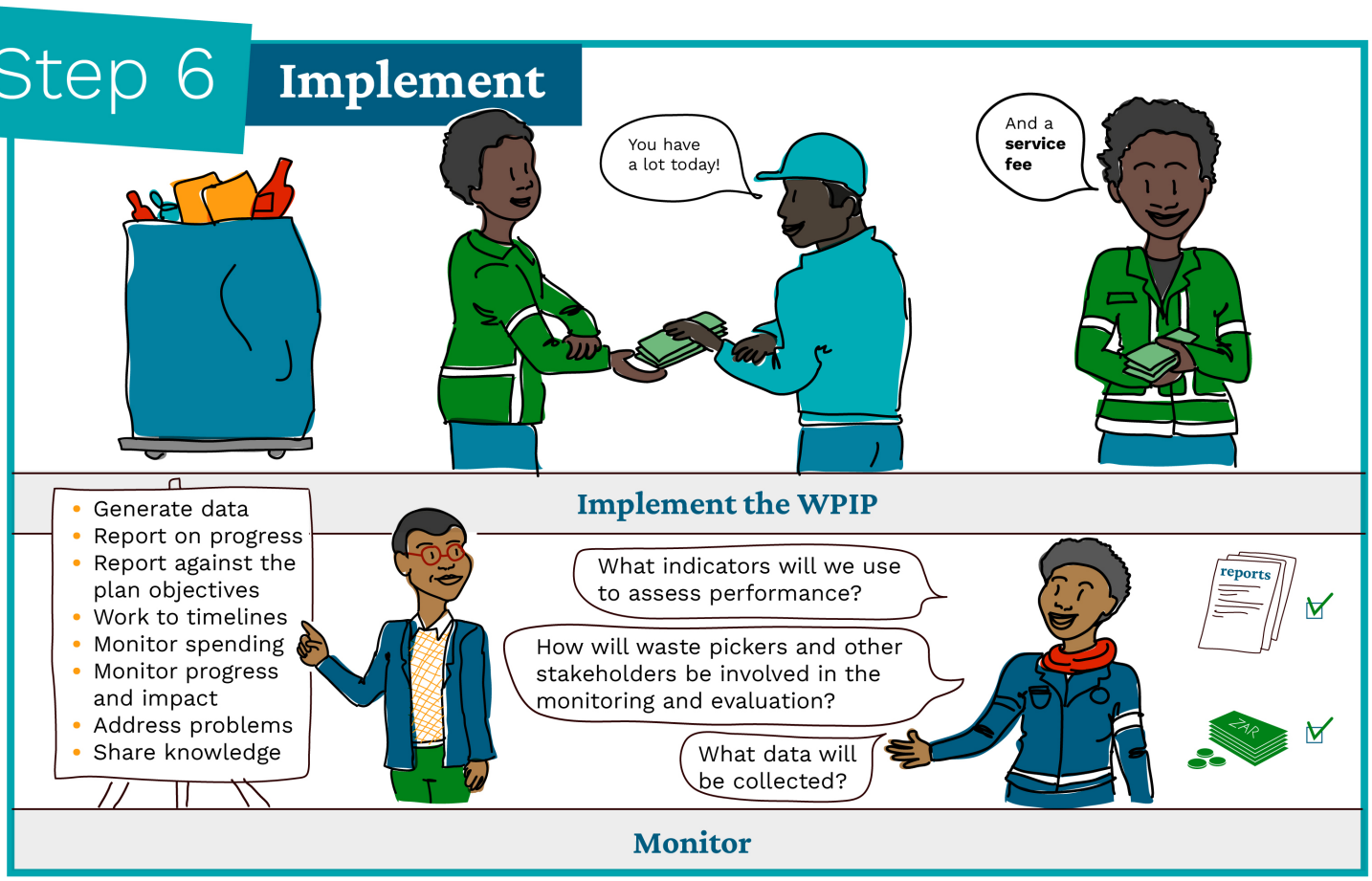
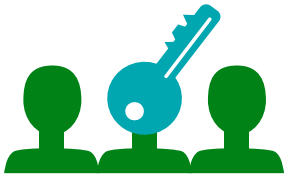
Seven Steps for implementing waste picker integration



Now it is time to start implementing the full WPIP! Ideally, the new Waste Picker Integration Committee should oversee implementation. If it is still being formed, then this work should be done by the Waste Picker Integration Working Group while the Committee is being established.

Step Six of the Waste Picker Integration Process focuses on implementation, monitoring and evaluation. It includes:

Key activities



1. Implementing the Waste Picker Integration Plan (WPIP), including developing a detailed Implementation Plan

2. Conducting Participatory Monitoring and Evaluation, including developing a detailed Monitoring and Evaluation Plan and Proccess

1. Implementing the Waste Picker Integration Plan

Now that the high level WPIP has been accepted by the municipality, the Waste Picker Integration Committee/Working Group needs to finalise a detailed implementation plan.



QUESTIONS FOR THE COMMITTEE/WORKING GROUP

Some questions the Committee/Working Group can discuss and reach agreement on include:

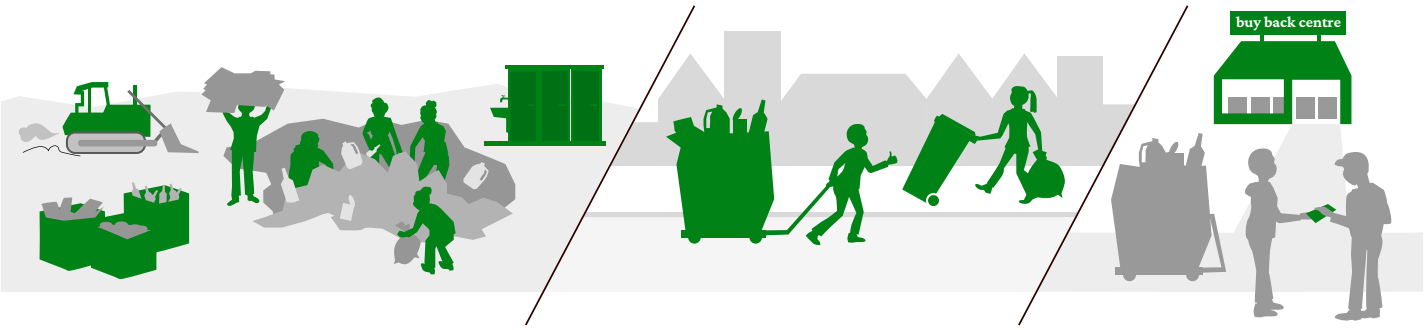
- What needs to be included in the implementation plan?
- How will we develop the plan together?
- In addition to being partners in the development of the implementation plan and participants in integration programmes, what roles will waste pickers play in implementation?
- What mechanisms need to be put in place to ensure that the plan is implemented?



SUGGESTED ACTIONS

One way to develop the Implementation Plan could be to:

1. Convene a meeting of the Waste Picker Integration Committee/Working Group.
2. Develop and agree on the implementation plan.
3. Begin formal implementation of the plan.
4. Meet regularly to review progress in implementation and address problems.



BRINGING MUNICIPAL OFFICIALS ALONG

Members of the internal municipal Task Team deepened their knowledge of waste pickers and waste picker integration in Step 1. But they are only a small fraction of the officials who need to be involved in the implementation of waste picker integration. Officials shape policies and programmes on the ground, so integration can only work if relevant officials understand and support it.

Some municipal officials have experience working on waste picker projects. It is important to learn from their insights and the lessons they have to share. It is also very important to listen to the challenges that they have faced and to ensure that these are overcome in new integration programmes.

But at present, most officials in the country do not have experience working on waste picker projects, and they likely do not know about the Guideline. Given the historical relationship between municipalities and waste pickers in South Africa, it is also likely that the officials work in departments that have not seen waste pickers as part of the waste management and recycling systems.

The officials may have had instructions to remove waste pickers from landfills or to try to prevent them from working. Some may think this is the right thing to do.

The officials may be used to making decisions that affect waste pickers without talking to them. Some may also think this is the right thing to do.

Given that it is a cultural norm, officials may have negative conceptions of waste pickers and hostility towards them.

Waste picker integration requires many fundamental changes and it is not surprising that officials have raised a number of fears and concerns related to integration, such as:

- Waste pickers will derail service delivery – how will municipal officials ensure there is good service delivery?
- Won't waste pickers be less effective than private companies?
- How do we keep standards and reliability?
- Who is going to hold waste pickers accountable?
- How will we communicate with waste pickers?
- Who will take responsibility for the integration process?
- I don't know what integration is or how to do it.

- I am expected to do things that I am not trained to do.
- How will we work on integration if there isn't a budget for it?
- How can I dedicate time to integration when it is not part of my scorecard?
- How are we going to engage non-South African waste pickers?

It is important that the Waste Picker Integration Committee/Working Group understands officials' fears and where they come from, and that these be taken into consideration and addressed during workshops, discussions on integration, and planning for integration.

TIP

Inviting waste pickers to make inputs in training workshops for officials will enable officials to raise their concerns directly with waste pickers and to have an experience of discussing these issues with waste pickers.





LET'S TALK ABOUT YOUR CONTEXT

- What fears of integration have you come across in your municipality?
- How would reclaimers in the group respond to the fears raised?
- What positive responses do you know of to address these fears?

TIP

Successful implementation also requires campaigns to educate residents about waste pickers and their contributions and inform them that the municipality works with and supports waste pickers, and that residents should as well.

2. Participatory Monitoring and Evaluation

In Step 5 we introduced the concept of participatory monitoring and evaluation and the need to develop and institutionalise a Participatory Monitoring, Evaluation and Revision System and Process.

Once the detailed Implementation Plan has been agreed, the Committee/Working Group needs to develop a detailed Participatory Monitoring, Evaluation and Revision Plan (ME&R).

TIP

It can be helpful to get support from an expert in participatory ME&R to guide this process. The skills developed will be useful for each other the stakeholders in other parts of their work – for example, municipal officials can introduce participatory ME&R into the work of other departments and waste pickers can use these methods when evaluating and revising their own programmes.

TIP

Learning is a key component of participatory ME&R. All members of the Committee/Working Group must be open to learning new things about the projects and programmes they helped to design and implement. It can be hard to hear people say that something we have worked on is not working well or is harming others. But instead of seeing this kind of feedback as an attack, Committee/Working Group members must learn to see it as a gift to help them improve their work. After all, we all want our work to succeed as much as possible, and it is only when we accept that things can be improved that our programmes and projects can reach their full potential.

NOTE

It is important that industry and donors start using participatory ME&R to evaluate and revise their projects and programmes with waste pickers, and this approach should be utilised in Extended Producer Responsibility (EPR) programmes.

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QUESTIONS FOR THE COMMITTEE/WORKING GROUP

Some points the Committee/Working Group can consider when developing the detailed participatory ME&R Plan include:

- What indicators should be used to assess performance?
- What methods should be used?
- How will data be collected?
- Who will collect data?
- How frequently should evaluations take place?

- What monitoring systems should be put in place for daily/weekly/monthly/ other monitoring?
- How will we ensure that all phases and parts of the ME&R are participatory?
- How will we ensure that all different types of waste pickers (male and female, landfill and streets, South African and non-South African) are part of the participatory processes?
- What techniques will be used to hold stakeholders accountable?

Tool #9 – Checklist for Monitoring and Evaluation provides a checklist of points that the Committee/Working Group should keep in mind when developing the ME&R Plan. Look at this link to Tool 9: Checklist for Monitoring and Evaluation.

LINK TO: TOOL9

IN ORDER TO MITIGATE RISKS TO IMPLEMENTATION WHERE POSSIBLE:
Measuring, mapping, tracking: Monitoring must be set up from the onset of the project. This includes data gathering and mapping findings.

- Baseline indicators that measure performance must be agreed to at the outset. Tracking implementation and frequent report require an effective data base of information.
- Some of these might already be in place through waste minimization strategies however the municipality and reclaimers should work together to ensure that reporting is managed from both sides.

Regular Reporting, including:
- Reporting to the Waste Picker Integration Committee meetings.
- Internal municipal reporting if an approved programme exists on the municipal budget. These are measured on a quarterly basis.

Formal reporting on the monitoring and evaluation should happen on a quarterly basis with a small group who work with the Waste Picker Integration Committee to continue to strengthen the programme over the longer term.



TIP

KEY ACTIVITIES FOR REVIEWING PROGRESS AND SOLVING PROBLEMS INCLUDE:

- Progress reports should be presented to the Forum on a quarterly basis
- The responsible officials and stakeholders should be held accountable for carrying out the actions in the implementation plan
- These actions should be reported on at regular Waste Picker Integration Forum meetings
- Responsible officials should report on the timelines against the agreed plan
- Responsible officials should report on the spending which must be monitored against the agreed budget
- Progress should be reviewed and persons tasked at the forum must address at the forum or problems that arise.

Reclaim Revalue Reframe training programme

Building Capacity for Waste Picker Integration

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