

Best Practice: Waste collection

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14 – 16 October 2013

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1. Overview



- Differences in municipal make up
- Size: Small to large
- Client base: variety of waste streams, largely depending on the extent of industrialisation
- Categorisation of clients and method (in terms of type of service provider) used to provide waste management services
- Can be in – house or outsourced
- Presentation focuses on the provision of waste management services in previously disadvantaged areas

2. Traditional waste collection models



- Three types of models have dominated the sector in as far as the provision of waste management services is concerned:
- In – house: Municipality using its own resources to provide services to all client categories. Private service providers might be used where there are breakdowns to the Municipality's fleet
- A combination of In – house and Contracted out: Municipality partially providing services and the rest of the areas being contracted out

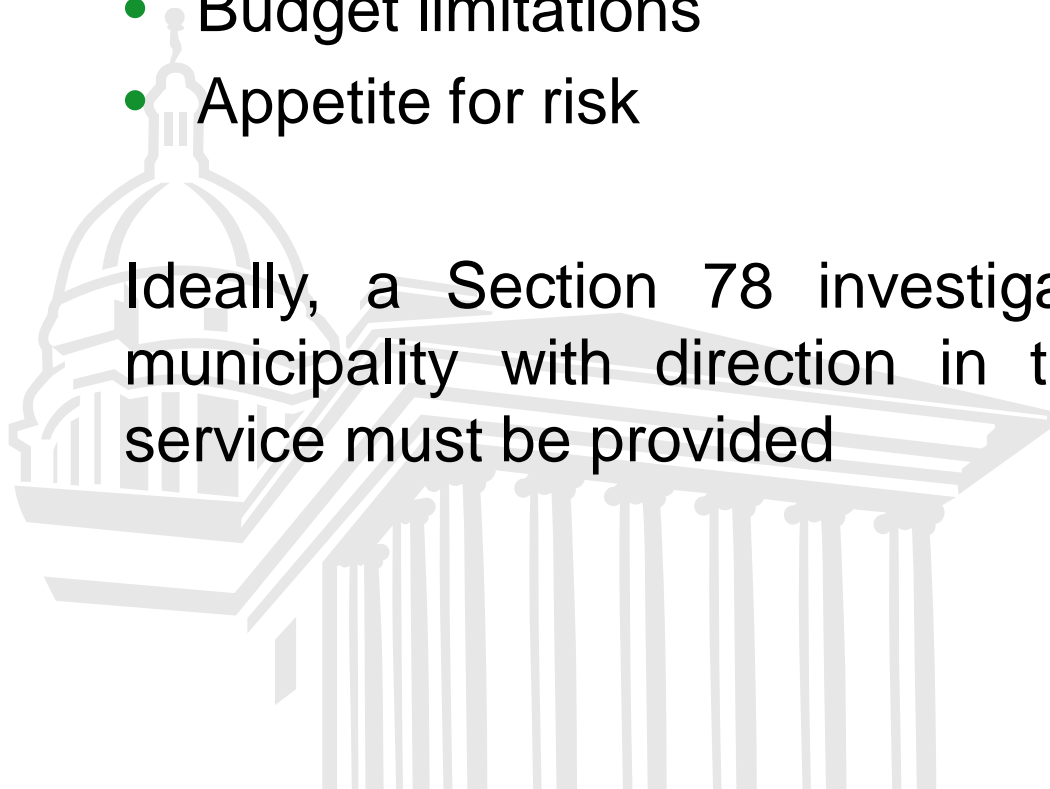
3. Drivers for change



A municipality analyses its:

- Needs
- Budget limitations
- Appetite for risk

Ideally, a Section 78 investigation properly provides a municipality with direction in the manner in which this service must be provided



4. Evolution towards community development



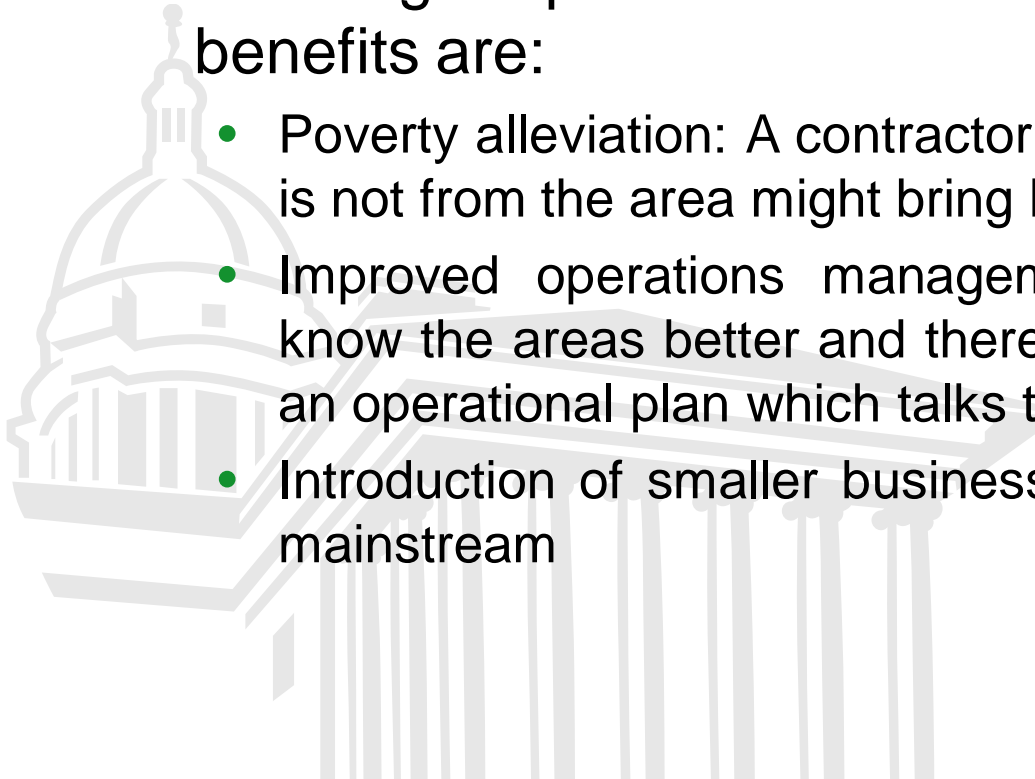
- The need to develop smaller businesses, the pressure to create much needed jobs and the domination of a small group of big businesses are forcing municipalities to transform the sector, at least when it comes to the management of waste within their respective jurisdictions
- The emergence and features of the Development Contractor model
 - Appointment of the Development Contractor who is to:
 - Take the financial risk of the project, including mainly:
 - Purchase of trucks and equipment
 - Payroll
 - Appoint and train community based contractors
 - Monitor the waste management operations as performed by the community contractor
 - Operations would include
 - » Litter picking and street sweeping in main roads and entrances
 - » Waste collection
 - » Removal of dumping
 - » Supporting a recycling operation in their areas of appointment



5. Benefits of community contracting



- It is observed that communities take more pride in the cleanliness of their areas if they are directly involved in cleaning operations themselves. There important benefits are:
 - Poverty alleviation: A contractor in the traditional sense and who is not from the area might bring his own labour
 - Improved operations management: A local contractor would know the areas better and therefore make it possible to develop an operational plan which talks to the exact needs of the area
 - Introduction of smaller businesses into the waste management mainstream



6. Limitations in the operations

The contractor might not go as far as the municipality wants because of either limited funding or a certain agreement with labour unions resulting, for an example, to limited litter picking services, which is often the case in this type of contract, done at the entrances and main roads only; and also the municipality doing bulk container services using its own human and vehicle capacity.



a). Use of EPWP



- There would be a need to look at alternative sources of human capacity to address all operational needs of a particular area, the most easiest being the use of beneficiaries from the EPWP to resolve capacity issues resulting from contractual limitations and agreements with labour and even the community.
- The beneficiaries would then:
 - Augment the contractors' operations by performing litter picking services in the rest of the key areas such as markets, hawkers stations, train stations & taxi ranks and remove smaller heaps of dumping
 - Key, however, is synergy between the EPWP operations and the Contractor's if the former is not supervised by the latter.
 - Experience shows that EPWP operations might make the area dirtier and cause dumping if,, for example, the Contractor is not aware about plastic bag collection as a result of EPWP operations
 - Ideally, the span of work needs to be directed by the Contractor for an area to be clean

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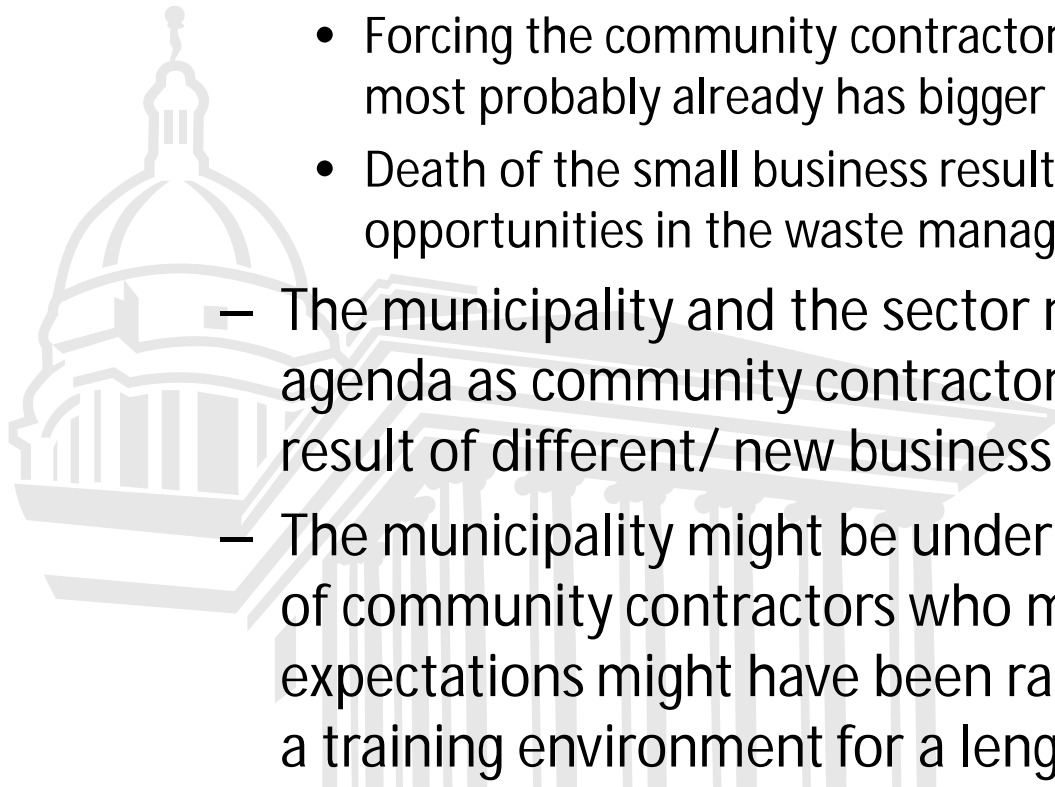


The other main benefit of augmenting this type of model with EPWP is that the beneficiaries can lead to a municipality achieving its goal of communities who are well educated and fully aware of waste management services and changes in the sector, chief of which at the moment is the need to get the anti – dumping, separation at source and recycling message across.

7. Drawbacks of the development contractor model



- The main challenges with the model are:
 - Isolation of the community contractor when the contract/tender reaches its anniversary
 - Forcing the community contractor to survive in a free market which most probably already has bigger players
 - Death of the small business resulting from lack of business opportunities in the waste management market
 - The municipality and the sector not achieving its transformation agenda as community contractors abandoning the business as a result of different/ new business interests
 - The municipality might be under pressure from the whole group of community contractors who might claim that business expectations might have been raised by virtue of them being in a training environment for a lengthy period



8. Possible solution: Use of Cooperatives



- This might involve
 - A Council resolution
 - Grouping the community contractors into meaningful cooperatives
 - Allocating a certain portion of the waste management operations to cooperatives, e.g. informal settlements
 - Targeted procurement as supported by the Municipality's Supply Chain Management Policy

9. Q & A



THANK YOU

