

METHODOLOGICAL GUIDE

INTEGRATION OF INFORMAL ACTORS

INTO WASTE MANAGEMENT
PROJECTS IN EMERGING
COUNTRIES



GEOGRAPHICAL BREAKDOWN
OF THE PROJECTS PRESENTED IN THIS GUIDE



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We would like to thank all these people who have made this guide possible.

This methodological guide has been prepared at the joint request of the Project Team Leaders (VIL) and environmental and social experts (AES) of the French Development Agency responsible for waste management projects. It aims to highlight good practices that make it possible to work with informal actors in the waste treatment sector (waste pickers and pre-collectors) in AFD's geographical areas of operation. AFD's Social Inclusive Business Unit (SIB) supported the management of this guide which aims to promote an inclusive and innovative approach to the people commonly referred to as ragpickers.

The solutions identified concern:

- The possibilities for integrating the informal sector into the waste management sector: municipal services, recycling/pre-collection companies, innovative models, etc.
- Training these ragpickers for new occupations when it is not possible to integrate them into the value chain.
- The treatment of vulnerable populations, in particular women, children and community groups.

10 good practices have been identified through some 60 interviews conducted in 20 countries (list below). They provide new insight and innovative solutions to complex problems. This guide has been built using a pragmatic approach. It aims to present and describe these practices, by illustrating them with concrete and inspiring cases.

This guide has been prepared by the consulting firm Archipel&Co and was commissioned by the French Development Agency (AFD).

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Whether we call them *chiffonniers*, *cartoneros*, *pepanadores*, *zabbalin* or *ragpickers*, historically and in most societies, the poorest have handled the management of household waste, in particular the waste of the middle and upper classes. These individuals who have become informal “small private operators” – waste pickers, whole-sale traders, traders, etc. – constitute between 15 and 20 million workers in developing countries.

These ragpickers/waste pickers operate at several levels in the value chain: door-to-door pre-collection from households; collection of materials (plastic, paper/ cardboard, etc.) on the street and on markets; the sorting and preparation of waste for its recovery in illegal or controlled landfills.

AFD is increasingly active in financing waste management projects in all the value chain: pre-collection, collection, transfer station, sorting centers and final disposals. AFD finances, especially, projects for the closure or rehabilitation of former uncontrolled landfills, as well as the

opening of new controlled landfills. These landfills are generally far from the former landfills due to the increasing difficulty in finding land near cities.

One of the main social risks of waste management projects is the loss of income and deterioration in living conditions for waste pickers. Consequently, donors have integrated the need to establish Livelihood Recovery Plans (LRPs) in their environmental and social safeguard measures for anyone affected by a project, including informal workers.

At the same time, a number of initiatives, mostly by the private sector and associations, are trying to turn this risk into an opportunity: the waste pickers and pre-collectors are key actors in the sorting/recycling sector and therefore in the implementation of circular economy approaches in a given territory.

One of the main challenges for AFD and its counterparts lies in gaining a better understanding of the solutions and feedback, in order to integrate these waste pickers into the waste treatment value chain or the sorting/recycling economy.



Photography: Ezra Acayan/AFD

The challenge is primarily operational. It involves reconciling several aspects that are sometimes contradictory: service cost and quality, protection and inclusion of informal workers, respect for human rights and the fight against child labor, integration of environmental issues, fight against corruption and mafia methods.

Despite the apparent complexity, there are many good practices in terms of integrating waste pickers and training them for new occupations, which can trigger real dynamics for improving their conditions.

The first part of this guide will focus on describing the role and place of this informal sector in waste management and identifying the issues involved.

The second part is based on a presentation of ten good practices for illustrative purposes. This feedback and these tools are based on three main themes:

THE IMPORTANCE OF DIAGNOSTICS TO IDENTIFY DRIVERS FOR ACTIONS

It is extremely difficult to obtain reliable statistical data. However, extensive field work should make it possible to:

- Characterize the different stakeholders in the waste management sector, as well as their relationships and dynamics. Socioeconomic surveys are conducted to assess the possibilities for integrating informal actors or training them for new occupations.
- Analyze potential drivers for optimization. It involves understanding the organization of the value chain, the coordination between the diverse stakeholders and the distribution of the economic value between each segment in the waste collection/treatment/recycling sector, in order to identify the required improvements.

The diagnostic process is presented in Part 1 of the guide.

THE NEED FOR SHARED GOVERNANCE TO JOINTLY DEFINE THE STRATEGY WITH THE KEY STAKEHOLDERS AND SUPPORT THE MOST VULNERABLE ONES

Once the diagnostic has been made, it is subsequently essential to gain the support of the stakeholders concerned by different issues, sometimes even contradictory, based on a shared and realistic strategy.

Beyond a formal partnership framework – in particular with local authorities which, by definition, require a coordination – it is important to create a collective governance mechanism in order to:

- Align strategic visions: the actors may have different logics. The organization should balance economic profitability and social impact.
- Ensure there is a territorial coherence of the service.
- Capitalize on the expertise and resources of each stakeholder in order to optimize the link between everyone’s skills and capacity for action and pool financial, logistical and political efforts.
- Achieve the best possible coordination between the different time frames from one actor to another in the project implementation.

The informal sector is a key stakeholder in a waste management project. They do not necessarily have a representative body. It is therefore necessary to work on structuring the governance of these actors in order to combine a participatory approach – the consideration of their interests and opinions – and the possibility of an effective dialogue with representative bodies.

Part 2 of this guide focuses on the implementation of mechanisms for governance and shared strategies.

THE COORDINATION BETWEEN MODELS FOR REINTEGRATION AND RETRAINING TO ADDRESS THE VARIOUS ISSUES OF THE SERVICE AND INFORMAL WORKERS

This part of the guide focuses on describing the solutions that need to be implemented to take the informal sector into account in waste management projects. To ensure the clarity of the guide, retraining activities and integration activities have been presented separately.

This part more specifically describes contractual, commercial and operational models that can facilitate the integration of informal workers into waste management. If it is not possible to integrate them, the guide proposes ways to improve the effectiveness of programs to retrain these waste pickers.

Part 3 analyzes the implementation models for retraining and integration.



PART 1

Role and place of informal actors in waste management in emerging countries

By 2050, global waste production will increase by 70%, in particular due to the rapid urbanization in emerging countries¹

URBAN WASTE MANAGEMENT REMAINS A MAJOR CHALLENGE IN MOST EMERGING COUNTRIES.

According to UNEP², in emerging countries, only **50% of urban waste is collected** on average, without being stored or disposed of in a sustainable manner and in accordance with environmental standards.

This situation is primarily due to the high cost of waste management for municipalities, which generally do not have a large budget: up to **20%¹ of their municipal budget is devoted to waste management in emerging countries** (against 4% for cities in wealthy countries).

Consequently, cities opt for the least costly solutions in the short term. The World Bank estimates that **90% of waste is dumped in illegal landfills or burned¹**.

With no solution coordinated by the public authorities in a number of emerging countries, the informal approach predominates in waste management. Indeed, while the waste management sector currently accounts for some 20 million workers around the world⁴, i.e. less than **1% of urban employment in emerging countries⁵, the majority are informal workers**.

Informal workers in waste management are defined as “individuals, families, and private sector (micro-)enterprises working in waste management services and valorization, whose activities are neither organized, sponsored, financed, contracted, recognized, managed, taxed, nor reported upon by the formal solid waste authorities”.³ But the profiles and situations are very diverse depending on their position in the sector’s value chain.



Photography: Mélanie Grignon

The collection, sorting, recovery and processing activities of the informal sector make them a key actor in the sector. The majority of workers in the collection/pre-collection segment are generally informal. According to a study conducted by GIZ and CWG, **in many emerging countries, the informal sector carries out 50 to 100% of collection³**.

An inescapable fact but difficult to accurately quantify

While we know that millions of people around the world earn their living from waste recycling or reuse, it is difficult to obtain reliable statistical data, in particular because a large proportion of them work in the informal sector. However, some key figures give a better understanding of the weight of the informal sector in waste management:



THE INFORMAL SECTOR: A KEY ECONOMIC ACTOR IN WASTE MANAGEMENT.

- **76%** of waste collectors say that their main buyers are formal companies⁴.
- Between a quarter and half also provide recyclable materials to informal companies, individuals and the general public⁴.
- 34% of waste collectors use municipal services in their work, which generates revenue for municipal administrations⁴.

	CAIRO	LIMA
Formal sector	13% 430,000 T	0.3% 10,000 T
Informal sector	30% 980,000 T	19% 530,000 T

¹ Kaza, Silpa; Yao, Lisa C.; Bhada-Tata, Perinaz; Van Woerden, Frank. 2018. What a Waste 2.0: A Global Snapshot of Solid Waste Management to 2050. Urban Development, Washington, DC: World Bank. © World Bank. <https://openknowledge.worldbank.org/handle/10986/30317> License: CC BY 3.0 IGO.

² United Nations Environment Programme (2015), Global Waste Management Outlook, UNEP, Nairobi.

³ CWG – Collaborative Working Group. GIZ - Deutsche Gesellschaft für Internationale Zusammenarbeit. The Economics of the Informal Sector in Solid Waste Management. © CWG, GIZ 2011.

⁴ Including the Excluded: Supporting Informal Workers for More Equal and Productive Cities in the Global South, Martha A. Chen and Victoria A. Beard, World Resources Institute, 2018.

⁵ Women and Men in the Informal Economy: A Statistical Picture (ILO-WIEGO 2013).

¹ Dias, Sonia. 2011. Statistics on Waste Pickers in Brazil.

² Including the Excluded: Supporting Informal Workers for More Equal and Productive Cities in the Global South, Martha A. Chen and Victoria A. Beard, World Resources Institute, 2018.

³ Women and Men in the Informal Economy: A Statistical Picture (ILO-WIEGO 2013).

⁴ Follow-up study on the informal economy (IEMS), project led by WIEGO in 2012 in 10 African, Asian and Latin American cities.

THE INFORMAL WASTE SECTOR INCLUDES PARTICULARLY VULNERABLE POPULATIONS, OFTEN WOMEN, CHILDREN AND MIGRANTS

WOMEN

Women generally less formalized than men.

In Brazil, women only account for 20% of waste workers with formal contracts, but 56% of waste workers organized in associations or cooperatives¹.

MIGRANTS

Young men often highly marginalized.

In Bangalore, in India, 77% of “migrant” waste workers are aged between 18 and 40, and 72% of them are men (against 41% for “local” waste workers). Finally, 60% of “migrant” waste workers do not have access to toilets, against 10% for “local” waste workers².

CHILDREN

Children who work in the informal waste sector make a significant contribution to the income of their household.

- In Calcutta, in India, these children make a 30-40% contribution to the household’s income.
- In Tanzania, children aged between 6 and 12 earn 10-25% of an adult’s income. Children aged between 13 and 16 can gain up to half the amount³.



Photography: Mélanie Grignon

¹ Dias, Sonia. 2011. Statistics on Waste Pickers in Brazil.
² CHF International India, Mythri Sarva Seva Samithi, Sample Study of Informal Waste Pickers in Bangalore (2010).
³ Addressing the Exploitation of Children in Scavenging (Waste Picking): a Thematic Evaluation on Action on Child Labour, A global report for the ILO, 2004.

A highly complex equation which explains the inertia on the issue

URGENT NEED TO TAKE ACTION

According to the World Bank, if nothing changes, global waste production will increase by 70% within about 30 years, from 2.0 billion tons in 2016 to 3.4 tons a year by 2050¹.

This increase, which is directly linked to the rapid urbanization in emerging countries, highlights the crucial importance of waste management for healthy and inclusive urban development.

POLARIZED OPERATIONAL AND POLITICAL VIEWPOINTS EXPLAINS WHY THERE IS A CERTAIN INERTIA

Taking the informal sector into account is a complex political, economic and social issue, both at the operational and political levels.

Informal workers are key actors in the waste management value chain because they de facto handle an essential service. But these workers who are often among the most vulnerable populations in cities, and sometimes of foreign origin, work in difficult conditions. Child labor, no-go areas and mafia methods are quite commonplace and the authorities do not always have the resources to replace the existing system. The political inertia will persist until concrete solutions are found to manage the sharp increase in the quantities of waste in decent conditions, despite strong financial constraints.

These difficulties are exacerbated by the political and ideological polarization vis-à-vis the informal sector by public and private decision-makers. Indeed, there are two opposing points of view which are presented in the table below:

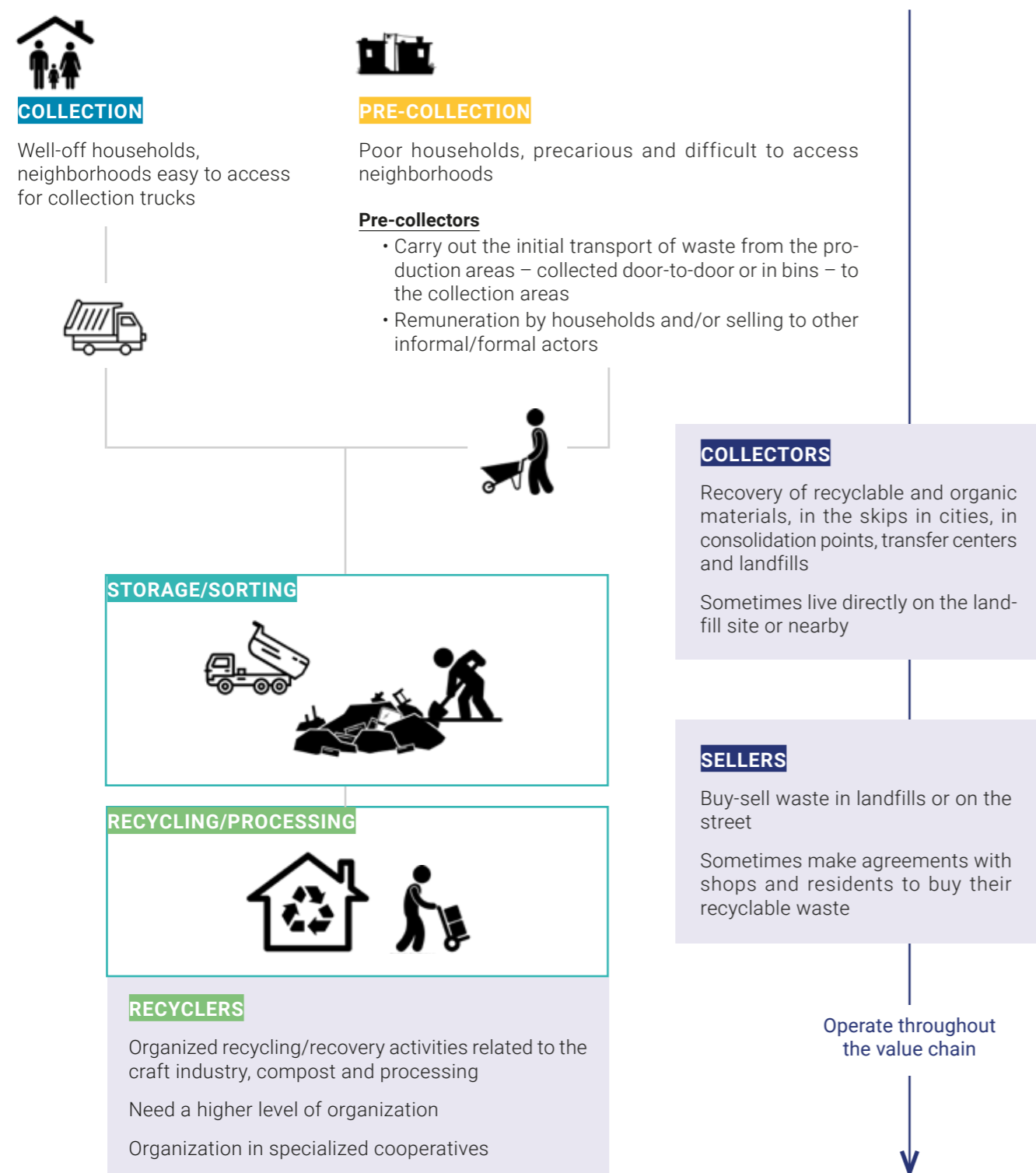
	Negative approach	Positive approach
Economic contribution	<ul style="list-style-type: none">• Strong competition between the formal and informal sectors. For collection companies paid per each ton deposited in landfills, the informal sector is not only a direct competitor, but is especially perceived as being unfair as there is no payment of social contributions and/or taxes. Consequently, there are an increasing number of conflicts over the ownership of sources of waste, in particular for waste with the highest market value.• Widespread corruption. Informality largely fuels corruption.	<p>Great economic utility for cities</p> <ul style="list-style-type: none">• Through their recovery work, informal actors divert a significant proportion of waste flows, which allows municipalities to save 15 to 20% of the annual budget dedicated to solid waste² in collection, transport and disposal fees.
Environmental contribution	<ul style="list-style-type: none">• A health and environmental risk. The informal practices for the treatment and storage of the waste collected increase health and environmental risks (pollutants from D3E, lack of soil and water protection in storage areas, etc.).	<p>Everyday actors in the circular economy: The recycling rates achieved by informal workers are particularly high and sometimes better than in the formal sector.</p>
The social contribution	<ul style="list-style-type: none">• A high level of social vulnerability and a strong dependence on waste collection. The lack of academic and professional training of informal workers also makes them less mobile on the labor market.• Repeated discrimination against waste workers.	<p>Improve rather than dispose of:</p> <ul style="list-style-type: none">• Informal waste management is a source of income for almost 1% of the urban working population in emerging countries³. Some informal workers have been carrying out their activity for several decades.• In this respect, it is more effective and relevant to use and improve the existing logics of resourcefulness rather than seek to prohibit them.

¹ Kaza, Silpa; Yao, Lisa C.; Bhada-Tata, Perinaz; Van Woerden, Frank. 2018. What a Waste 2.0 : A Global Snapshot of Solid Waste Management to 2050. Urban Development, Washington, DC: World Bank. © World Bank. <https://openknowledge.worldbank.org/handle/10986/30317> License: CC BY 3.0 IGO.
² Dr. Sanjay, K Gupta. 2012. Integrating the informal sector for improved waste management, Private Sector& Development.
³ Including the Excluded: Supporting Informal Workers for More Equal and Productive Cities in the Global South, Martha A. Chen and Victoria A. Beard, World Resources Institute, 2018.

Who are the informal waste actors?

OVERVIEW OF ACTIVITIES DEPENDING ON THE WASTE MANAGEMENT VALUE CHAIN

A fragmented value chain that makes it more difficult to take the informal sector into account.



Many organizations to support informal actors

Many local and international actors face problems related to taking informal actors into account in the waste sector.

DONORS AND PUBLIC AGENCIES

They contribute to launching and accelerating programs to support informal waste actors through research and assistance projects.

NGOS AND ASSOCIATIONS

They play a key role at several levels:

- Advocacy initiatives for the recognition of the rights of informal workers.
- Support on the ground in response to essential needs: access to decent housing, food aid, education, etc.
- Professional support: skills assessment, training, identification of professional opportunities.

SOCIAL AND INCLUSIVE BUSINESS INITIATIVES

A sector with an increasing number of different organizations:

- Financially independent.
- Support the most vulnerable people, such as waste collectors.
- Can ease the frequent tensions related to waste management.
- Facilitate the scaling up and formalization of responsible value chains.
- Support pathways to integration by offering additional services such as social protection for the poor.



Ensuring access to waste for informal workers and gaining recognition of their contribution to waste management

One of the challenges facing informal actors is to make their voice heard in the dialogue with the stakeholders and influence public and political opinion, with the aim of gaining recognition of their rights: according to IEMS, 73% of informal collectors say that access to waste is a moderate or major problem¹, while 65% say that their income is the household's main source of money.

¹ Follow-up study on the informal economy (IEMS), a project led by WIEGO in 2012 in 10 African, Asian and Latin American cities.

Possible solutions: diagnostic, strategy & governance, operational model

There is no single solution, but a set of good practices which, if they are well coordinated, can trigger a positive dynamic to improve the living conditions of the informal sector. These solutions are never exclusive, but comprise both integration processes and retraining activities.

Three aspects must therefore be coordinated and are developed in this guide:

DIAGNOSTIC: THE IMPORTANCE OF ANALYSES TO DEFINE THE SCOPE OF POSSIBILITIES AND IDENTIFY DRIVERS FOR OPTIMIZATION.

It involves understanding the scope of possibilities – identifying who can be integrated/retrained – and the drivers for operational optimization by conducting a dual diagnostic: a socioeconomic analysis of the profiles and dynamics of actors, completed with a quantified analysis of the value chain. This is the purpose of the diagnostic approach presented in Part 1 of the guide.

STRATEGY & GOVERNANCE: JOINTLY DEFINE THE VISION AND ROADMAP WITH THE KEY STAKEHOLDERS. THE MOST VULNERABLE ONES MUST BE SUPPORTED.

In addition to the diagnostic, it is essential to gain the support of the stakeholders for the various or even contradictory issues, based on a shared and realistic strategic vision.

It is also necessary to include informal workers in decision-making, promote the acceptability of projects and create or strengthen intermediaries that represent them.

This is the objective of Part 2: **Governance and a shared strategic vision.**

OPERATIONAL IMPLEMENTATION: THE DIFFERENT INTEGRATION AND RETRAINING MODELS

Finally, it involves implementing this strategy with operational policies taking into account the specific characteristics of informal workers. To ensure the clarity of the guide, retraining policies and integration policies have been presented separately. This is the purpose of Part 3: **Analyzing implementation models.**



Photography: Mélanie Grignon

Ten good practices for the Sustainable Development Goals and Environmental and Social Standards

THE 10 GOOD PRACTICES PRESENTED IN THIS GUIDE CONTRIBUTE TO PROVIDING SOLUTIONS TO 14 OF THE 17 UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGS)

- 5 crosscutting SDGs which all the good practices contribute to:



- 9 more specific SDGs for certain good practices:



THESE GOOD PRACTICES ALSO CONTRIBUTE TO 8 OF THE WORLD BANK'S 10 ENVIRONMENTAL AND SOCIAL STANDARDS (ESS)

- 4 crosscutting ESS which all the good practices contribute to:



- 4 NES plus spécifiques à certaines bonnes pratiques :



Fournir picto en anglais ?



Diagnostic, strategy & governance, implementation models:

ten good practices to better
involve the informal actors in
waste management projects
in emerging countries

DIAGNOSTIC

Define the range of possibilities and drivers for optimization



Photography: Mélanie Grignon

Good Practice 1

Understand the plurality and dynamics of informal actors to define the range of possibilities

THE COMMON STRATEGIES OF INFORMAL WORKERS

Informality is a risk before being a situation. In other words, workers in the informal sector, in particular the waste sector, deploy risk prevention strategies that can be grouped into three main categories:

- Multi-activity.
- Investment in social networks.
- Recourse to credit.

Furthermore, those who make a decent living generally derive a certain satisfaction from their informality and will seek to preserve this “marginality”.

Conversely, those who only earn a very low income will generally be interested in professional retraining programs, with the hope of a socio-professional and economic advancement.

“INFORMAL WORKERS” IN THE PLURAL: UNDERSTANDING THE DIVERSITY OF ACTORS, THEIR RATIONALITY AND THEIR DYNAMICS

It is essential to analyze the diversity of situations to clearly identify profiles, their rationality and the dynamics of the actors. A strategy can subsequently be established on the basis of this diagnostic.

There are two main aspects in this respect:

The relation to the waste activity

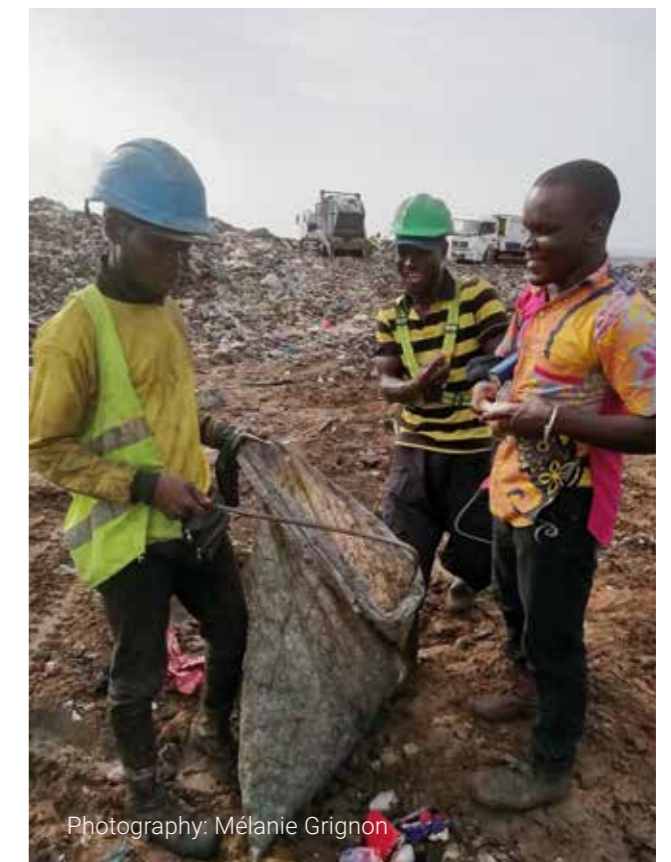
“Informal actors” who are characterized by:

- Their profile and experience (gender, age, origins, legal vs. illegal status, etc.).
- Their activity (pre-collection, collection, resale, recycling).
- The weight of waste management in the income of their household.
- Their level of organization (independent, cooperative, etc.).
- The recognition they benefit from.

The relation to the situation of informality

Informal workers are also characterized by:

- Their relation to their situation, chosen or imposed.
- Those who are completely informal and those who have formal activities in parallel.
- Those who make a reasonable income and those living in the most precarious conditions.



Photography: Mélanie Grignon

There are two interesting tools to understand the diversity of actors, their rationality and their dynamics:

PERSONAL INTERVIEWS

For each respondent, they give a better understanding of: their profile, their living conditions, the income-generating activities they do in parallel, their economic model and their working conditions, the organization and governance logics they belong to, as well as their professional skills and desires. The interviews aim to meet a sample of respondents representative of the target population.

→ See detailed questionnaire on page 62

PERSONAS

A persona is a fictitious person with specific social attributes and characteristics, who represents a target group with its own interest in its actions. It is a very useful archetype that makes it possible to more effectively report on the lessons from the diagnostic phase and thereby facilitates the management of the project. Four persona are presented in the detailed mapping on page 65. They represent the various activities in the waste value chain:

→ See detailed mapping on page 65

Understanding the scope of possibilities

MAPPING

To understand and analyze the scope of possibilities, it is useful to position the informal actors on a matrix with two axes: their level of insecurity and the weight of the waste management activity in their daily lives. This makes it possible to decide on the strategies to adopt for each profile encountered.

→ See detailed mapping on page 66

« All the waste pickers cannot be integrated into the new waste management systems as the number of places is limited. If they do not integrate the new structures, we can support their retraining. However, some waste pickers do not wish to be retrained: because they appreciate their freedom or because they do not have other skills. In this case, organizing them (and training them) ensures they are not left on the margins of the project. »

Seynabou Diouf,
International Labour Organization



Photography: Mélanie Grignon

★ ILLUSTRATION 1

EXPERTISE FRANCE (VIETNAM)

Studying the role of the informal sector in waste management in five cities in Vietnam

CONTEXT

The objective of the Rethinking Plastics project is to support the transition towards a more circular economy and the reduction of marine plastic debris in seven countries in East and Southeast Asia.

DESCRIPTION

Under this project, Expertise France has launched a study on five cities in Vietnam.

OBJECTIVES

- Better understand the interactions between the formal sector and informal sector in the country: understand the role of the informal sector in waste management and assess its collection capacity.
- Set up a national EPR (Extended Producer Responsibility) sector.

WHAT IS EPR?

With Extended Producer Responsibility (EPR), manufacturers and distributors which market products that generate waste must take charge of the management of this waste and particularly for the financial aspect.

STAGE 1: MEASURE THE VOLUMES TREATED TO ASSESS THE ECONOMIC OPPORTUNITY

1.1. The teams firstly established the typology of informal actors involved at local level using three criteria:

- Their place in the value chain (collection, aggregation, recycling),
- Their size (related to their level of organization)
- The area where they operate.

1.2. Calculation of the total volume: for each profile, the field study has estimated the volumes treated daily then, by extrapolation, the total volume.

QUALITATIVE AND
QUANTITATIVE APPROACH

STAGE 2: IDENTIFY THE TYPES OF WASTE RECOVERED, ITS QUALITY AND THE TARIFFS CHARGED IN ORDER TO DEFINE THE TARGETS OF EPR SECTORS

Qualitative interviews gave a better understanding of the collection strategies and economic model of informal actors.

These interviews also allowed the team to define the methods to support informal actors, taking into account their living and working conditions.

QUALITATIVE APPROACH

STAGE 3: UNDERSTAND LOCAL DYNAMICS

An extensive dialogue with the actors in the territory gave an understanding of the local dynamics, which the conditions for the implementation of an EPR sector depend on.

Example: Ho Chi Minh City has an ambitious integration policy for informal actors. They consequently benefit from a relatively good image, which facilitates their integration into more formal waste management mechanisms. Conversely, in Hanoi, the "recycling villages" have a negative connotation, which is an obstacle to the consideration of informal actors.

QUALITATIVE APPROACH



ILLUSTRATION 2

Creating relationships of trust and diversifying analysis approaches for a sound understanding of the watepickers situation

DESCRIPTION

To provide a more effective response to an increasing demand from cities in the emerging countries on the issue of solid waste, between 2015 and 2017, AFD implemented the ORVA2D (Organization for Waste Recycling in Developing Cities) project. An analysis of solid waste sectors was conducted in the cities of Lima, Antananarivo, Bogota, Delhi, Surabaya and Lomé.

In Lomé, the analysis was conducted by Julien Garnier, a waste expert at GRET.

OBJECTIVES

- Gain a better understanding of existing collection and recycling sectors (public and private, formal and informal).
- Understand the interactions and possible synergies between actors in the sector.

OUTCOMES AND IMPACTS

The study made it possible to:

- Quantify each actor in the value chain.
- Gain a better understanding of the territorial dynamics of actors.

KEY LESSONS

- There is a fine line between the informal sector and the formal sector.
- It takes a very long time to develop a relationship of trust with the informal actors.
- The dynamics of inclusion have historically been combined with the desire to formalize the informal actors. Yet Julien Garnier points out that this is not always desirable: it is often more relevant to work on the recognition of informal actors rather than on their formalization.
- The diagnostic provides the opportunity to build a relationship of trust with the informal actors, by adapting the format of the exchanges to the way in which they function:
 - A meeting in a place they are familiar with (near the place of work and/or where they live).
 - A time slot and individual interviews with a duration adapted to their pace of work.
 - Financial compensation for the time devoted to the study, attractive but reasonable (in line with the average income of informal workers).
 - Exchanges that go beyond the purely professional sphere.
- To facilitate this trust, it may be relevant to work with the field actors regularly in touch with the informal actors (such as NGOs), in order to capitalize on their knowledge and expertise.

STAGE 1: MAP AND CLASSIFY THE INFORMAL ACTORS

The categorization of informal actors gives a better understanding of the plurality of their situations. They are categorized according to their place of work and working method.

Example: in Lomé, after operating for three years under public service delegation, certain companies lost their contract. Yet the workers did not stop their activity and moved from the formal sector to the informal sector.

STAGE 2: ESTABLISH A RELATIONSHIP OF TRUST WITH THE INFORMAL ACTORS

To establish a relationship of trust with the informal actors, Julien Garnier went to their place of work and accompanied them during their working day.

Good Practice 2

Analyze the value chain, in particular using digital tools, to better assess the potential for optimization

USING DIGITAL TOOLS TO CREATE SHARED DATABASES

Quantitative and digital approaches make it possible to:

- **Document the value chain and assess the economic potential:** there are now applications to better assess waste flows.
- **Develop geographical approaches:** digital tools make it possible to map the flows and visualize the logic of informal services by neighborhood.
- **Identify potential for optimization:** there is a lot of potential for optimization, including for example:
 - Optimization of flows (1) between households and the collection centers and (2) and between the collection, sorting, storage and recycling centers, in particular by redefining the route to collect waste
 - Reduction in information asymmetries: it involves identifying any problems related to the lack of visibility of informal actors in terms of the prices of recycled materials. This lack of knowledge considerably reduces their capacity to negotiate sale prices and further weakens their income. Digital tools can act as a disintermediated and real-time communication channel.

By documenting the waste value chain, we can show updated data to the authorities which demonstrate the key role played by the informal sector in municipal waste management. Getting recognition for the value provided by the informal sector is the first step towards taking these actors into account.

Jayaratne Kananke, President of the Sevanatha Urban Resource Center

- Improvement in operations:
 - Optimize the volumes collected, by streamlining the processes.
 - Optimize the waiting time for waste producers and ensure the quality of the service.
 - Optimize the interactions between the informal actors and the structure leading the project.
- Optimization of assets: increase the profitability of waste management facilities, by increasing the volumes treated.

In a waste project, we generally start by conducting a comprehensive territorial diagnostic. The objective is to understand how the sector operates locally: Who are the actors in the sector? What are their issues, their interest in acting?, etc. The willingness of stakeholders to take the informal actors into account varies greatly depending on the context: while West African countries generally advocate a 'do with' policy, East African countries prefer 'do without'.

Adeline Pierrat, waste expert, formerly at GRET

PRIORITIZE

- Actors whose activity requires a high level of interaction with third parties: the pre-collectors, who interact on a daily basis with households and resellers, which manage a storage place and are in constant contact with their suppliers (small collectors) and clients (larger aggregators), are generally the best placed to be integrated. They have developed entrepreneurial skills, such as for managing a client relationship, which can facilitate their integration and formalization.
- Actors at the top of the value chain: resellers at the top of the value chain (such as aggregators) are generally more professionalized, which simplifies their integration and formalization.
- The most organized actors: it is generally easier for workers organized in cooperatives or associations to access an integration and formalization process. Indeed, the organization makes the processes smoother.

THE INFORMALITY GRADIENT

Under PAGEDS (Solid Waste Management Improvement Project), Enda, GRET, Gevalor and CIEDEL have initiated a capitalization process and developed an informality gradient to identify the formalization potential of an actor.

The level of informality and exclusion of informal actors varies greatly from one category of actors to another. Yet the capacity and willingness to integrate the formal system depends on this level of informality.

The informality gradient is based on two criteria:

- The link with the formal system: the stronger the relations of informal workers with the various actors in the value chain (households, collection companies, the city's sanitation staff, etc.), the higher the potential for formalization.
- The visibility of the service: the more the service provided is visible (to households, local authorities, etc.), the higher the potential for recognition and remuneration.

According to this gradient, it is therefore the resellers and pre-collectors that have the highest potential for formalization.



N.B.: focusing on the actors the easiest to formalize should not imply excluding the most vulnerable actors from these programs. It only involves prioritizing their formalization.

ILLUSTRATION 3

KABADIWALLA CONNECT (INDIA)

Using digital technology to optimize the work of informal actors and support organizations that want to work more effectively with them

DESCRIPTION

Kabadiwalla Connect was set up in 2016. It is an Indian start-up whose mission is to transform and optimize the waste management method in cities in emerging countries, by relying on the informal sector (Kabadiwalla is the name given to collectors).

Kabadiwalla Connect offers digital solutions to companies or local authorities that wish to work better with informal actors in the waste sector.

KEY LESSONS

- The mapping solution relies on the collaboration of actors.
- Financial or social incentives are necessary at the beginning to encourage the use of the application (provision of uniforms, tricycles, etc.).
- A physical presence in the field is required: recruitment, coordination, involvement.
- The adoption of digital technology must be supported: propose smartphones to people who do not have one, offer data, create interactions with field teams to mobilize the Kabadiwallas.
- The brand image is essential to strengthen the loyalty and motivation of workers. It contributes to the visibility of the service (by word-of-mouth).

OBJECTIVES

- For waste producers: simplify the management of the waste generated.
- For the Kabadiwallas: optimize their activity and increase incomes (improved stock management, better knowledge of market prices, professionalization, etc.).
- For multinational companies: secure the supply of high-quality recycled raw material, exclusively based on the informal sector.

OUTCOMES

- 2,000 Kabadiwallas mapped in Chennai since 2014.
- 100 Kabadiwallas are involved in Kabadiwalla Connect.
- 500 m³ of plastic bottles were collected between 2014 and 2017.

INFORMAL POPULATION TARGETED

"Kabadiwallas" are informal aggregators: they receive the waste collected by 20 to 30 waste collectors and sell it to larger aggregators. They are relatively established workers (compared to collectors) who earn between \$430 and \$715 a month.

EXPECTED IMPACTS

The solution primarily lies in data infrastructure to better manage the system. The economic model for this type of application has yet to be defined.

STAGE 1: TOOLS TO MAP THE VALUE CHAIN

In 2014, Siddharth Hande, the founder of Kabadiwalla Connect, developed a digital solution to map all the actors in the informal recycling chain in Chennai, with support from the World Economic Forum. Some key figures:

- 24% of recyclable waste is already recovered informally.
- 52% of Kabadiwallas have a smartphone.

STAGE 2: DEVELOP A PLATFORM TO ADDRESS THE ISSUES OF THE INFORMAL WASTE SECTOR

Recykle is the application dedicated to small waste producers (households, companies). They can find the nearest smart bin or Kabadiwalla and get information about how to sort waste and waste management.

Kabadiwalla Connect is the application dedicated to Kabadiwallas. They can be put in touch with the largest waste aggregators, obtain the market prices and optimize their flows. The digitalization of flows strengthens their traceability between formal and informal links in the supply chain.

★ ILLUSTRATION 4

EAZYWASTE GHANA (GHANA)
Using data generated by collection centers in order to raise awareness and convince policymakers

DESCRIPTION

EazyWaste Ghana is a social enterprise specialized in recyclable waste management (plastic, paper and cans). It has collection points open 24/7 where it buys recyclable waste from communities, institutions, households and pre-collectors who deposit it there. This waste is subsequently sold to local recycling companies.

EazyWaste also offers training and organizes awareness-raising activities.

OBJECTIVES

- Raise awareness of policymakers in the country regarding the issues of plastic pollution.
- Help policymakers make coherent decisions (based on the data collected by the company), by taking into account the economic, environmental and social issues faced by communities.

ECONOMIC MODEL

EazyWaste generates revenue from the sale of the waste collected, but is also largely financed by funds from the international community (in particular the United Nations Environment Program).



Photography: Mélanie Grignon

STAGE 1: CREATE A NETWORK OF COLLECTION POINTS NEAR COMMUNITIES

Before creating EazyWaste Ghana, Ernest Nartey-Tetteh (a public health specialist) and Bernard Brian Cudjoe (an IT specialist) wanted to understand why so few people recycled: in addition to the lack of knowledge on the subject, their study showed that the distance to the collection centers, which was considered too far, was the main obstacle. The company therefore decided to set up collection centers as close as possible to communities.

To engage communities as much as possible:

- The centers are operated by “community officers” who are EazyWaste employees and may be former informal actors.
- The project is promoted by “representatives” who are respected and influential figures in the community and trained by EazyWaste.

STAGE 2: USE DATA GENERATED BY THE NETWORK OF COLLECTION POINTS TO GUIDE PUBLIC POLICIES

The company sets up a data collection system with a local consultant. It monitors a number of indicators on the projects it operates:

- Quantity of waste collected
- Number of pre-collectors selling them recyclable waste
- Number of families that have started to recycle
- Etc.

These aggregated data will allow EazyWaste to communicate on changes in the recycling habits of the communities supported, and thereby promote the potential of inclusive waste management solutions.

STRATEGY & GOVERNANCE

Co-construct, unite and strengthen stakeholders



Photography: Mélanie Grignon

Good Practice 3

Jointly define the strategy with the decision-making stakeholders

KNOW HOW TO MAP THE STAKEHOLDERS

The informal sector is a divisive issue among decision-making authorities. Some will advocate logics of formalization, while others will support dynamics for substitution and retraining. Yet it seems more relevant to propose balanced solutions that do not conflict with these two visions, but seek instead to combine them depending on the profiles of actors.

These combinations will depend on a number of objective criteria, but also on the dynamics of the project stakeholders and decision-makers. The success and sustainability of the project consequently depends on the capacity to identify and better understand the key stakeholders in local waste management.

The mapping of the key stakeholders takes place in three stages:

STAGE #1: identify and categorize the stakeholders

Public and private stakeholders

- **Public sector:** local authorities (mayor, prefects, etc.), government administrations (regulatory bodies, etc.), religious leaders, district leaders, etc.
- **Private sector:** companies with public service concessions, major retailers, industries, start-ups, etc.
- **Non-profit actors:** NGOs, associations, etc.

The various informal actors

- If they are **organized** (in associations, cooperatives or unions), it will involve including their governance body in the debate.
- If they are **not organized**, it will be more about helping structure their governance.

STAGE #2: analyze the issues related to taking informal actors into account at local level

The stakeholders can be categorized in various ways, based on two criteria:

- A crosscutting area is their potential influence on the project: their capacity to mobilize decision-making bodies, convince funders, influence public opinion, their capacity for harm, etc.
 - The other area is their position towards the role of the informal sector: the expectations of the stakeholders may differ significantly. There are three main types of difference:
 - The position towards the informal sector in itself: political preferences for retraining or integration programs, which may have a major impact on the very design of the project, by giving more weight to a type of program to the detriment of the other.
 - Positions towards the business-social equation: a disagreement between the economic profitability criteria and the social impact criteria, which can have major consequences on the type of profiles that may be subject to a retraining or integration policy.
 - Operational differences and in particular for time horizons: the different ways of operating between the formal and informal actors, in particular the very different financial and organizational capacities.
- Based on these criteria, it is possible to build mapping using the format presented in Tool #3 on page 66, in order to identify all the stakeholders, and in particular the profiles of informal actors. Through these tools, the objective is to build the arguments for decision-making.

STAGE #3: build the stakeholder engagement plan

The engagement plan makes it possible to build the policies to be implemented.

For example, this plan may specify:

- **The indicators to measure achievements**, both economic and social.
- **The coordination between retraining and integration programs.** This involves being able to indicate which profiles are more appropriate to integrate into the formal sector and those which should rather be proposed a retraining program.
- **The territorial coherence:** consensus between the stakeholders is essential to ensure the coherence of the waste management service in the city. Indeed, it involves creating a model coordinated between the various waste management actors (formal and informal).
 - It is also important to envisage a coherent timetable: the public and private decision-makers generally consider the long term, while informal workers are in a logic of survival, counting in terms of weeks or months. These differences come on top of the time required to build a consensus, which is sometimes out of step with the time frames of informal workers. This is one of the lessons of PEUL III.

MONITOR THE PROJECTS OVER THE LONG TERM

The engagement plans for informal actors, which are by definition complex and multi-stakeholder, require long-term monitoring. This makes it possible to (1) evaluate the impact of these plans and (2) take remedial action to strengthen it.

After six months or a year of implementation, it may be necessary to make a progress report on changes among the stakeholders.



Photography: Yonas Tadesse/AFD

ILLUSTRATION 5

MBEUBEUSS LANDFILL (SENEGAL)
Engaging the key stakeholders, a necessity in the project to rehabilitate the landfill

CONTEXT

The Government of Senegal has launched the Project for the Promotion of Integrated Management and the Economy of Solid Waste (PROMOGED), with support from the World Bank and AFD.

This project is led by the solid waste Management Coordination Unit (MCU) set up by the Government of Senegal to support local authorities.

DESCRIPTION

The project specifically targets the Dakar region. The objective is the installation of facilities and the resorption of the Mbeubeuss landfill. This public landfill opened in 1968 and was only supposed to be temporary, yet it covers an area of 144 hectares where waste piles up to a height of 15 meters. It receives an average of 2,000 tons of waste a day. The Senegalese Government has been hesitating for years between closing or rehabilitating the landfill and as long as no other alternative site is functional, it will continue to be exploited.

OBJECTIVES

- Implement emergency measures to improve the landfill site and the working conditions of waste pickers.
- Consultation, support and compensation for waste pickers.

INFORMAL POPULATION TARGETED

Under a socioeconomic study of Persons Affected by the Project (PAP), 1,153 waste pickers were identified, including 168 talibé children.

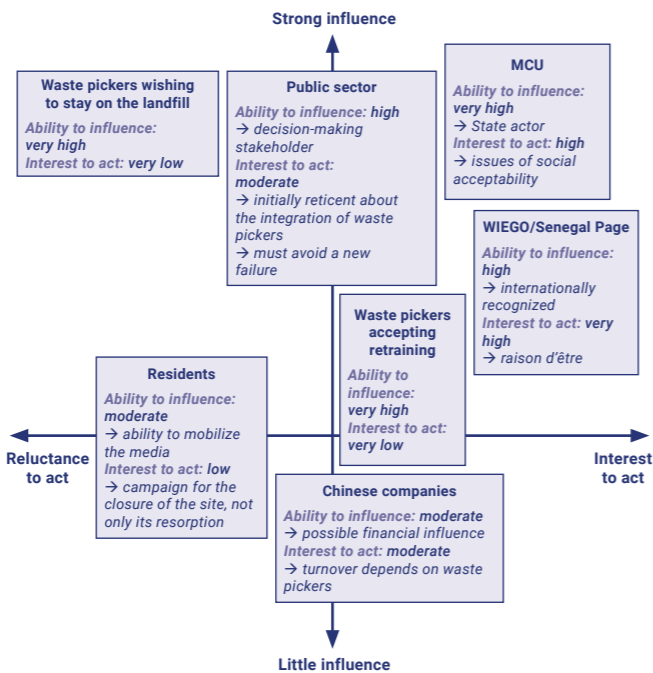
KEY LESSONS

- Supporting the organization of informal actors into associations or cooperatives makes it possible to initiate the dialogue and identify key contacts for the project initiators.
- The projects to close or rehabilitate the landfill depend on the capacity to open a new landfill, which requires the support of all the stakeholders.

STAGE 1: IDENTIFY THE STAKEHOLDERS

- The MCU.
- The waste pickers organized in associations (Bokk Diom).
- WIEGO, which has been supporting the waste pickers since 2017 and advocates for their integration into the restructuring process for the landfill.
- The ILO Senegal PAGE Program which supports the organization of waste pickers into cooperatives.
- The residents' campaign for the closure of the site.
- The two Chinese companies that buy recoverable waste.

STAGE 2: ANALYZE THE ISSUES RELATED TO TAKING INFORMAL ACTORS INTO ACCOUNT AT LOCAL LEVEL



STAGE 3: BUILD THE STAKEHOLDER ENGAGEMENT PLAN

To be able to coordinate its activities with those of the waste pickers, the MCU assists with their organization into associations, in particular through support from WIEGO.

ILLUSTRATION 6

GREATER LOMÉ AUTONOMOUS DISTRICT (TOGO)
The importance of involving all the stakeholders in the new organization

DESCRIPTION

Since 2006, Agence Française de Développement has been supporting the reorganization of the solid waste management sector and capacity building for the Greater Lomé Autonomous District. Under the Lomé Urban Environment Project (PEUL), AFD has supported:

- The structuring of the waste collection center (PEUL I).
- The construction of a landfill in Aképé (PEUL II).
- The closure of the landfill in Agoè-Nyivé (PEUL III).

OBJECTIVES

- **Health objective:** strengthen the urban solid waste management sector and thereby eliminate illegal dumps.
- **Economic objective:** build the capacities of the District, for example, for resource mobilization and financial management.

INFORMAL POPULATION TARGETED

- **PEUL I:** 600 informal pre-collection operators working individually or organized in an association.
- **PEUL III:** 66 waste pickers present on the landfill in Agoè-Nyivé, including 3 minors and 3 people over 60.

PEUL I: STRUCTURING THE WASTE COLLECTION SECTOR

CONTEXT

In Lomé, two collection models coexist:

1. The central neighborhoods, which are more affluent and accessible by dump trucks, benefit from a door-to-door collection carried out by private companies under contract.
2. The neighborhoods on the outskirts of the city, which are poorer and not accessible by dump trucks, benefit from a door-to-door pre-collection carried out by accredited pre-collection companies.

ACCREDITATION MODEL

The municipalities award the pre-collection contracts through bid invitations renewable every three years. To respond to them, the pre-collectors must organize themselves as companies: 25 pre-collection companies (i.e. about 300 pre-collectors) are awarded a territory (of about 25,000 inhabitants).

The pre-collectors are remunerated directly by households and must pay part of this revenue to the municipality (about 7%) to finance the transit centers where they take the waste, which is subsequently transported to the landfill by transport companies.

KEY LESSONS

- The pre-collection companies face continued informal competition, as they have neither the technical means (efficient vehicles), nor human resources to serve all the residents. The ORVA2D study (see illustration n° 2) showed that in 2015, two-thirds of residents in Lomé (650,000 people) were under the pre-collection system, but the coverage of each lot by the accredited companies was below 45%.
- The municipality rarely recovers the licensure due from the accredited companies, in particular because they are obliged to lower their prices to align with the prices charged by the informal competition.
 - It is essential to sensitize households to the subscription in order to sustainably structure the sector.

PEUL III: CLOSURE OF THE LANDFILL IN AGOÈ-NYIVÉ AND SUPPORT FOR INFORMAL ACTORS

CONTEXT

For the wastepickers working on the landfill, its closure means the loss of their livelihoods. To assess the effects of this closure and propose alternative support solutions, a Social Assistance Plan (SAP) has been prepared with a local entity.

Four social assistance arrangements are proposed in this plan:

1. Financial compensation worth a few months of their salary.
2. Their inclusion on the municipality's lists of daily workers for one year.
3. Personalized support for a professional project towards apprenticeship, entrepreneurship or vocational integration.
4. Support for vulnerable groups (minors and elderly people).

While the first two arrangements are implemented by the Greater Lomé Autonomous District, the last two have been entrusted to the NGO Entrepreneurs du Monde.

DIFFICULTIES

- When the assistance plan started, some waste pickers had already left the landfill and changed for other professional situations.

KEY LESSONS

It is necessary to launch the assistance plan as early as possible in the project to avoid the **early departure of wastepickers**.

Good Practice 4

Establish intermediate structures with the informal actors and/or strengthen their governance

IDENTIFY OR ESTABLISH THE INTERMEDIATE GOVERNANCE STRUCTURE

In view of the operational and legal difficulties, it is difficult to work directly with informal actors. A single, representative and legitimate intermediate organization to represent them can help with collaboration. The entity can:

- Facilitate the support and financing mechanisms by channeling the funds towards identified structures.
- Increase their visibility: it is no longer a question of working with atomized individuals, but structured umbrella organizations.
- Represent their interests.
- Help them generate an economic activity.
- Help them gain recognition of their rights:
 - o Access to waste.
 - o Recognition of their contribution to improved waste management.
 - o Support for their activities by the authorities (for facilities in particular).
 - o Access to social protection systems.
 - o Etc.

These intermediate structures can take various forms:

- NGO/grassroots association.
- A union.
- A cooperative of informal workers.

The choice of this structure should depend on two main criteria:

- A criterion of legitimacy and representativeness: certain organizations are in reality sometimes “empty

shells” or structures contested by the pre-collectors themselves.

- An effectiveness criterion: identify a structure able to operate projects of a certain size.

BUILD THE CAPACITIES OF INTERMEDIATE STRUCTURES

To increase the impact of the project (number of informal workers hired and duration of the support), it may be necessary to help build the capacities of the project's partner structures, in particular in the case of a partnership with local associations which do not have the capacity to manage large-scale projects.

In this respect, it is necessary to move away from the logic of “beneficiaries” and consider them as “partners”: it is about involving informal actors in jointly building the program, on a voluntary basis, in order to fine tune a project that takes their practices into account.

The structuring dynamics mask strong disparities from one geographical area to another:

- For example, in Latin America and India, cooperatives are particularly widespread in the waste sector.
- In Sub-Saharan Africa, the sectors are generally less structured, although South Africa and Kenya, for example, are exceptions.
- There can be disparities in the same municipality. For example, in Abidjan, in Côte d'Ivoire, the pre-collectors are quite well organized in Cocody (affluent neighborhoods), while they are not very organized in Treichville (working-class neighborhoods).

« The urban policies program seeks to build a dialogue between elected officials and waste collectors. WIEGO helps build the skills of informal workers when they are capable of addressing elected officials. If this is not the case, WIEGO will represent them. In any case, the process is the same and based on the needs of informal workers. »

Sonia Dias, waste expert at WIEGO

ILLUSTRATION 7

KANO LANDFILL (NIGERIA)

Halting the project if there is no alignment with the strategy to take informal actors into account

CONTEXT

The municipality of Kano in Nigeria requested financing from AFD for a new landfill.

INFORMAL ISSUE

The feasibility study conducted by AFD highlighted the scale of the informal sector in Kano: over 20,000 informal actors throughout the waste chain, with 20% to 50% still being minors.

The municipality was initially not willing to make the informal issue a priority subject. AFD chose to end the negotiations.

TEMPORARY SOLUTION

However, the negotiations will resume if the Government addresses the issue of informal work by minors in the next two years, in particular by making schooling compulsory and providing the midday meal to students. In this context, the municipality is currently implementing a project in partnership with UNICEF.

Following an evaluation of the measures introduced, AFD may decide to work on the project again.



Photography: Mélanie Grignon

 **ILLUSTRATION 8**

ENVIRONMENT 360° (GHANA)
Structure and professionalize wastepickers

DESCRIPTION OF E360

Environment 360° (E360), an NGO based in Ghana, has the objective of creating innovative and inclusive waste collection systems, tailored to the situation in Africa. E360 has defined a three-part mission:

1. Structure informal actors into associations or cooperatives
2. Mobilize communities in order to collect plastic at the source
3. Set up sorting centers and support them to make them economically viable

THE “PICK-IT” PROJECT: STRUCTURING AND TRAINING FORMAL ACTORS TO ALLOW THEM TO MANAGE A SORTING CENTER

CONTEXT

“Pick-it” is an inclusive recycling project, jointly set up and implemented by E360, Dan Milk Limited, WIEGO and MIT D-lab. It aims to create a more inclusive sector based on two lines of action:

- Sensitizing communities to sorting at the source.
- Professionalizing informal actors.

OBJECTIVES

- Increase the plastic waste collection rate.
- Increase the daily income of informal actors.
- Give informal actors access to insurance.

THE PROJECT

In this context, a sorting center has been set up in Tema New Town. It is

managed by informal workers who have organized themselves into a cooperative through the support of E360 and WIEGO.

OUTCOMES

- Creation of a cooperative gathering 285 informal actors: 250 wastepickers from the Kpone landfill (120 women and 130 men) and 35 women pre-collectors working in Tema New Town.
- Following a year of training, the informal actors organized into a cooperative are fully responsible for the sorting center and its profits.

DIFFICULTIES OF THE PROJECT

- The informal actors often have several income-generating activities (more or less profitable) and do not necessarily want to

prioritize a waste management activity.

- Furthermore, it is not uncommon for informal actors to appreciate the freedom related to informality, which limits their motivation to manage the sorting center.
- Their short-term model goes against the long-term needs related to the management of the sorting center.

PROSPECTS

E360 plans to change the target by working rather with informal aggregators (greater potential for formalization), by supporting the creation of cooperatives of informal aggregators and training these cooperatives to become responsible for the management of the sorting center.



Photography: Mélanie Grignon

 **ILLUSTRATION 9**

WOMEN IN INFORMAL EMPLOYMENT, GLOBALIZING AND ORGANIZING (BRAZIL)
Jointly building through stakeholders networking platforms

DESCRIPTION OF WIEGO

WIEGO, Women in Informal Employment: Globalizing and Organizing is a global network that takes action to improve the status of workers in the informal economy. WIEGO works on various informal activities, including the waste sector.

WIEGO’S POSITION

Participatory approaches are central to the successful planning and implementation of waste management systems. To ensure that projects are built jointly, WIEGO sets up platforms or discussion forums where the various stakeholders – including informal workers – can discuss, plan and monitor projects related to waste management.

CASE STUDY: THE BELO HORIZONTE “WASTE AND CITIZENSHIP” MUNICIPAL FORUM, A PARTICIPATORY PLATFORM FOR SOCIAL INCLUSION

CONTEXT

In 2003, Belo Horizonte, the third largest city in Brazil, set up a Waste and Citizens Forum - Fórum Municipal Lixo e Cidadania de Belo Horizonte (FMLCB BH) – as a new participatory space where solid waste management issues can be discussed.

OBJECTIVES OF THE FORUM

- Evaluate the success of the solid waste management programs implemented and propose improvements.
- Improve the coordination with government waste management agencies.
- Integrate a larger number of cooperatives into the municipal waste management system.

FORUM STAKEHOLDERS

COOPERATIVES

- Historical cooperative ASMARE.
- ASSOCIRECICLE.
- ASTEMARP.
- COMARP.
- COONARTE.
- And six other cooperatives.

PUBLIC ORGANIZATIONS

- Public waste management agency (SLU).
- Brazilian bank Caixa Economica Federal.
- Municipal parliament.
- etc.

NGOs

- WIEGO.
- Pastora de Rua.
- Rede Mineira de Educação Ambiental, (environmental group).
- etc.

FUNCTIONING

In the forum, the stakeholders jointly build the guidelines of the policy to integrate organizations of informal workers into the city’s solid waste management sector.

The forum does not have legal authority per se, but is recognized by the political system and its decisions are applied. This is in particular because its executive secretariat is housed by the Public Waste Management Agency.

The forum meets twice a month on average with an agenda: define the operational aspects of the system for sorting at the source, inform about the available financial resources, etc. The forum also organizes thematic working groups.

OUTCOMES

- FMLCB BH has identified the need to train a network of cooperatives. In 2010, the Redesol network, gathering 10 cooperatives, was set up.
- More recently, during the COVID-19 crisis, the FMLCB BH has supported:
 - o Access for informal actors to benefits such as grants and food hampers.
 - o The preparation of an operational guide for the resumption of selective waste collection (new framework for the collection, sorting processes, etc.).

DIFFICULTIES ENCOUNTERED

- Irregular participation of certain cooperatives in the meetings, in particular due to the transport cost.
- Commitment of public organizations varies greatly depending on the mandate.

¹ The program aimed to promote the environment and public health, while creating an innovative income-generating model for existing workers in this field.

² Under the direction of the UNICEG, the objectives of the national forum were to eradicate child labor and open-air dumps and restore degraded areas.

³ A civil society platform that seeks to define the priorities and actions required to strengthen the networks and cooperatives of informal workers.

IMPLEMENTATION MODELS

Successfully managing integration and retraining programs



Photography: Mélanie Grignon

Good Practice 5

The contractual model: create protective and operational statuses

WAGE LABOR, A MODEL COMPLICATED TO APPLY TO INFORMAL WORKERS

Wage labor is an option that remains rarely applicable due to the constraints of the service, but also to the fact that informal workers often also have additional activities.

However, there are initiatives such as Green Mining, a Brazilian social enterprise that offers a collection service for recyclable waste and only employs former informal pre-collectors (see page 53).

EXAMPLE: GIVING SALARIES TO INFORMAL WORKERS IN WASTE SORTING AND RECYCLING

Illustration: Green Mining (Brazil) on page 53

1. Wage labor

- **DESCRIPTION:** the financial and social conditions of wage labor are generally attractive for actors that used to be informal (including access to training and social protection). In addition to the workers directly involved in the project, there is an impact on the entire value chain, as new opportunities emerge for waste collectors.
- **ISSUE:** identify informal workers that meet the formalization criteria.
- **SOLUTIONS:** maintain the flexibility which characterizes informal work.
- **RISKS:**
 - The employer may be held liable: the environmental and health issues related to waste management are such that helping formerly informal workers move towards more standardized professional practices may prove particularly complicated (respecting soils, safety measures, etc.).
 - Furthermore, social problems specific to informal workers make the transition to wage labor difficult.
 - Finally, it is not uncommon for informal actors to appreciate the freedom and economic opportunities related to informality (multi-activity, no taxes, flexibility, entrepreneurship, etc.).

→ In this context, wage labor often remains complicated to implement. Given this situation, many initiatives turn to other contractual models.

THE VARIOUS MODELS FOR LEGAL-ADMINISTRATIVE RECOGNITION

If it is not possible to give a salary to people, a more protective and operational contractual and statutory model can be considered.

There are two main possible options: the partnership-based approach with a commercial contract concluded with an umbrella organization for informal workers, or an approach based on specific contracts involving authorizations negotiated on a case-by-case basis.

« To prosper and be sustainable, cities must find more means to improve the productivity of informal workers, which account for the bulk of urban jobs, by recognizing their value and encouraging the public sector to derive greater benefit from their work. »

Ani Dasgupta, President and CEO of WRI Ross Center for Sustainable Cities

2. Partnership

EXAMPLE: COMMERCIAL PARTNERSHIP WITH A COOPERATIVE STRUCTURE

Illustration: Sure We Can (USA) on page 42

- **DESCRIPTION:** partnership between the informal pre-collectors of a neighborhood and an organization specialized in waste collection. This model makes it possible to establish strong ties between the informal and formal sectors. For the informal actors, working in partnership with a formal organization guarantees fair and stable prices. For the formal structure, these ties make it possible to increase the sources of waste supply and strengthen their social utility.
- **ISSUE:** secure waste supplies.
- **SOLUTIONS:**
 - o Propose attractive prices.
 - o Enhance the value proposition with social benefits (social protection, training, etc.).
 - o Lead the community of workers.
- **RISKS:** Lack of involvement of pre-collectors and continued extreme poverty.

3. Contractual authorization

EXAMPLE: SETTING UP A FRANCHISE OR AUTHORIZATION SYSTEM FOR PRE-COLLECTION

Illustration: GRET and the municipality of Brazzaville (Congo-Brazzaville) on page 44

- **DESCRIPTION:** assignment of an area excluded from formal collection, with each contract comprising a predefined number of households. It is called a “community contract” when each franchised entrepreneur undertakes to recruit a certain number of informal workers. This status allows the workers to maintain their professional autonomy, while falling within a legal and protective framework. It may be combined with a certification, which also guarantees the quality of the service.
- **ISSUE:** identify informal workers that meet the contract criteria.
- **SOLUTIONS:**
 - o Set up a social assistance and capacity building program in order to support the professionalization of the workers and improve their living and working conditions (provision of loans to buy equipment, for example).
 - o Carry out regular controls to ensure the contractual standards are respected.
- **RISKS:** Uncontrolled debt of workers for the purchase of equipment.

ADVOCACY TO STRENGTHEN THE CREATION OF SIMPLIFIED STATUSES OR ACCESS TO RIGHTS

In this context, it is advisable to be able to participate in advocacy to increase access to rights.

4. Advocacy

EXAMPLE: ASSISTING WASTE PICKERS WITH THE RECOGNITION OF THEIR RIGHTS AND IMPROVING THEIR LIVING CONDITIONS

Illustration: the waste management system in Bogota (Colombia) on page 41

- **DESCRIPTION:** Assist them with their fight to have their contribution to urban waste management recognized and assert their right to access waste. This secures their activity and income, but also facilitates interactions between the various waste management actors at local level
- **ISSUE:** identify the organization that speaks for informal actors, rally the municipality and convince formal actors about waste management
- **SOLUTIONS:** stakeholder dialogue
- **RISKS:** non-compliance with the new regulations and continued discrimination towards informal actors.

ILLUSTRATION 10

BOGOTA'S WASTE MANAGEMENT SYSTEM (COLOMBIA)

Integrating informal actors into the value chain, a legal battle

CONTEXT

To provide a more effective response to an increasing demand from cities in the South on the issue of solid waste, between 2015 and 2017, AFD implemented the ORVA2D (Organization for Waste Recycling in Developing Cities) project. An analysis of solid waste sectors was conducted in the cities of Lima, Antananarivo, Bogota, Delhi, Surabaya and Lomé.

In Latin America, a pioneer area in terms of integrating the informal sector into municipal waste sectors, the analysis was managed by Mathieu Durand.

OBJECTIVES

- For the municipality: reduce the quantity of landfill waste by favoring informal recovery
- For the informal workers: assert their right to work and gain recognition for their contribution

INFORMAL POPULATION TARGETED

In Bogota, the majority of informal workers in the waste management sector are immigrants who fled conflicts in rural areas in the 1980s-1990s.

To fight against the discrimination they faced in the capital, the informal actors gradually organized themselves, until the creation of the National Association of Waste Pickers in 1993.

OUTCOMES AND IMPACT

- In 2016, about 95% of the informal workers in Bogota were recorded in the Single Register of Organized Waste Pickers”.
- About 60% of the informal actors identified have completed the procedures to be remunerated.
- Some 3,000 horses have been handed over by 2,891 waste pickers.

KEY LESSONS

- There is always a place for informality: the more the level of formalization increases (for example, when cooperatives are turned into service companies), the more new informal workers arrive.
- The model is today called into question by the crisis in Venezuela: the migration flows lead to the arrival of new informal actors who compete with the established actors.

STAGE 1: OBTAIN LEGAL RECOGNITION

In 2002, following a bid invitation to select the waste collection service providers, the informal workers in Bogota sued the municipality considering that the criteria imposed de facto excluded them, thereby depriving them of their constitutional right to work.

A long legal process (2003-2011) led to an obligation for waste collection service providers and informal actors to work together.

STAGE 2: REORGANIZE THE WASTE MANAGEMENT POLICY

This legal decision was implemented by the Mayor, Gustavo Petro, who was elected in 2012, through his “Basura Cero” (Zero Waste) program. This program gave rise to:

1. An inventory of informal actors: the “Single Register of Organized Waste Pickers”
2. A policy to remunerate informal actors in proportion to the quantities of waste diverted from the landfill (€25/ton). The informal actors can have their collection weighed in approved weighing centers.
3. The end of animal-drawn informal carts: the municipality supported this transition by proposing financing in exchange for the horses used.

ILLUSTRATION 11

SURE WE CAN (USA)

Working with informal pre-collectors through a dedicated association

CONTEXT

Glass bottles and cans in the State of New York have been returnable since 1983.

This has led to the emergence of an informal economy: the “canners” pick up this waste on the street and earn 5 cents per bottle/can (the amount of the deposit) + 3.5 cents more if it is sorted.

DESCRIPTION

The association Sure We Can was set up over 10 years ago by “canners” and for “canners”.

A place was initially organized to store the returnable items before the company responsible for them came to collect them. This place has developed over the years and new activities have emerged (composting, gardens, rainwater harvesting, etc.). It today promotes sustainable urban development.

50% of the Board of Directors are “canners” and 50% volunteers.

REMUNERATION SYSTEM

The association Sure We Can remunerates the “canners” it works with on a daily basis, depending on the quantity of bottles and cans collected.

This represents an extremely high working capital requirement for the association, as it is only paid by the companies when the collection has been made.

While this model is a financial burden, it is adapted to the daily needs of the “canners”.

OUTCOMES AND IMPACT

- A community of 740 “canners”.
- 11 million bottles collected in 2019.
- A total income for “canners” of \$656,000 in 2019, i.e. about \$890 per “canner”.

DIFFICULTIES ENCOUNTERED

The association has difficulties getting the “canners” involved more in its day-to-day management for two main reasons:

- The “canners” often work over 15 hours a day and do not have time to get involved in the community.
- Some “canners” want to remain “invisible”, especially when they are staying in the country illegally.

We remunerate the ‘canners’ (informal workers in New York who pick up returnable bottles) on a daily basis, as they can’t wait for the company in charge of the bottles to pick them up to get paid.

Christina Pastore,
Sure We Can



Photography: M. Grignon

ILLUSTRATION 12

HASIRU DALA (INDIA)

Helping informal workers have their social rights recognized

DESCRIPTION

Hasiru Dala (which means “green force”) is an association set up in 2013. Its mission is to improve the livelihoods and quality of life of informal workers in the waste sector. For example, it helps them gain recognition of their rights: right to an official identity, access to education (for informal collectors, as well as for their children), health, housing, economic opportunities and employment.

TOOL 1: HELP OBTAIN “PROFESSIONAL IDENTITY CARDS”

In India, informal workers generally come from the most marginalized castes and do not benefit from any form of identification. When Hasiru Dala starts working in a city, its first step is to convince the local government to issue identity cards to informal workers in the waste sector.

IMPACT

→ 10,437 informal workers have received professional identity cards in Karnataka.

TOOL 2: FACILITATE ACCESS TO WELFARE BENEFITS FOR INFORMAL ACTORS AND THEIR FAMILIES

Informal actors generally do not know about the social benefit programs they are entitled to. Hasiru Dala informs and helps informal workers apply for social benefit.

IMPACT

→ 8,781 social benefits have been paid.

TOOL 3: PROVIDE ACCESS TO NEW SKILLS

Hasiru Dala organizes training for informal actors so that they can acquire new skills, for example, in the field of waste management. The association also helps school dropouts return to school and resume higher education.

IMPACT

→ 272 children have returned to school.
→ 1,048 scholarships have been awarded.

TOOL 4: CARRY OUT RESEARCH AND ADVOCACY AMONG POLITICIANS

To convince policymakers, Hasiru Dala publishes studies and reports on the issues of informal workers in the waste sector.

IMPACT

Hasiru Dala contributed to writing Valuing Urban Waste, a study that aims to examine the various policies and rules that govern waste management, as well as the involvement of informal actors. By conducting a comparative analysis of the policy frameworks in other countries, the study aims to make recommendations for a more inclusive recycling policy in India.

The recognition and integration of informal workers is the first stage in combating their marginalization. But there is always a long way to go to obtain better working conditions, secure livelihoods, respect, dignity, social security, etc.

Rohini Malur, Communications
Manager at Hasiru Dala



Photography: M. Grignon

ILLUSTRATION 13

GRET AND THE MUNICIPALITY OF BRAZZAVILLE (CONGO-BRAZZAVILLE)

Proposing an integration model based on operating permits

CONTEXT

Under FILIPA (Support Project to the Private and Associative Sector of Waste Pre-collection in Brazzaville), GRET has helped the municipality structure the pre-collection sector by introducing “operating permits”. These permits allow pre-collectors to legitimize their activity among households and access vocational training.

OBJECTIVES

Dispel the negative perception of local people towards informal pre-collectors: in Brazzaville, there was a particularly strong stigmatization of informal actors working in the waste sector, to the extent that most of them carried out their activity hiding their faces so that they were not recognized.

OPERATING PRINCIPLES

- The system is suitable for everyone: no pre-collector is excluded from it.
- The administrative procedures have been simplified: it is simply necessary to indicate an identity and a pre-collection area to join the program.
- The system does not disrupt the way in which pre-collectors operate: no assignment of areas, no service price, etc.

ECONOMIC MODEL

To obtain their permit, the pre-collectors pay between FCFA 5,000 and FCFA 15,000. This sum is subsequently transferred to the municipal pre-collection coordination unit and is in particular used to print the operating permits.

OUTCOMES AND IMPACT

70% of known informal pre-collectors (252) have applied to obtain their “operating permit”.

STAGE 1: CREATION OF AN EQUIPMENT FUND

The equipment fund offers various kits, subject to the payment of a financial contribution by the worker. They include vaccines, work clothes and carts or motorcycle dumpsters.

OUTCOMES

Only 21 carts and 13 motorcycle dumpsters had been supplied. The contributions, which are often too expensive, have been reconsidered and the work clothes have been distributed free of charge. This has boosted confidence in the project: following this readjustment, new informal actors have applied for a permit in order to join the program.

STAGE 2: CAPACITY BUILDING

The workers have benefited from training on the codes of the professional world (timekeeping, courtesy, equipment maintenance, etc.) and the development of activities (improving performance, turnover, marketing, establishing savings, etc.).

OUTCOMES

- 292 informal actors (80%) have attended at least one training course.
- Only a small number of actors have managed to develop their activity (e.g.: develop a new client base). The training officers consider that the level of 83% of them is too low.

STAGE 3: ORGANIZATION OF SANITATION OPERATIONS

Through the pre-collection association they belong to, the informal actors have been encouraged to organize activities such as the eradication of illegal landfills. This contributes to improving their image among the residents of the neighborhood, by giving visibility to the impact of their activity (cleanliness of the city) and gives them access to a new client base: households that can no longer use these illegal landfills..

OUTCOMES

For a pre-collector, eradicating an illegal landfill can bring up to 75 new clients.

ACCREDITING SMES OF INFORMAL ACTORS: A PROJECT OF THE MUNICIPALITY OF GREATER LOMÉ

With support from AFD, the municipality of Greater Lomé has restructured the city’s waste collection sector. This has given rise to a two-tier system: depending on

the accessibility of the area, the collection is carried out by a private company under contract or an accredited company of pre-collectors. The companies of pre-collectors are assigned an area where they carry out a door-to-door collection and are paid directly by the households. This allows the municipality to integrate the informal sector, while managing the operation of the collection system.

Good Practice 6

The commercial model: propose remuneration systems reconciling attractiveness and sustainability

IT MAY BE DIFFICULT TO SOLVE THE SHORT-TERM ECONOMIC EQUATION

To gain support for the project from informal actors, it is necessary to address their economic constraints. Indeed, the financial systems proposed must, if possible, match the existing conditions, not only in terms of amounts (prices, etc.) and type of activity (type of waste and the volumes collected), but also payment terms. For example, special attention must be paid to the payment frequency and it must not be reduced due to the support.

One of the difficulties often lies in being able to propose remunerations similar to what the informal actors used to obtain in a system without taxes or contributions.

PROPOSE ATTRACTIVE AND SUSTAINABLE REMUNERATION SYSTEMS

In this respect, it is necessary to create more innovative remuneration systems. Two main tools are possible:

- The logic of social incentives, i.e. introduce high-value benefits in kind (work equipment, such as carts, gloves and protective jackets, but also systems to access social protection).
- The logic of accelerating access to economic opportunities: the development of the activity, for example, by providing contacts with new clients (in the case of pre-collectors).



Photography: Ezra Acayan/AFD

THE LOGIC OF SOCIAL INCENTIVES: A STRONG DRIVER FOR GAINING LOYALTY

The development of benefits with high social value indirectly makes it possible to create a strong sense of belonging to the project, but also additional remuneration elements for which the cost-benefit equation is very virtuous. For example, collection equipment bearing the collection company's colors can be provided, as is the case in Lagos where the Nigerian waste collection start-up WeCyclers finances tricycles for the collectors (see photo below).

For some, providing these benefits is central to the growth strategy and a dedicated loyalty plan is implemented (see the example of Mr. Green Africa on the following page). In this way, the economic and social issues of the project converge. The loyalty plan increases the collection capacity of the project, while remunerating the collectors both financially and through the benefits with high social value.

THE MAIN EXPECTATIONS OF INFORMAL ACTORS

A number of products and services with high social value can be included in these loyalty plans, related or unrelated to the professional activity of informal workers. However, this also requires proposing a small selection of incentives (generally a maximum of 5) to ensure that the plan is clear for the beneficiaries.

The potential incentives could include:

- Professional equipment: gloves, boots, collection carts, etc.

- Household equipment: oven, refrigerator, etc.
- Energy: improved stoves, solar lamps, fuel, etc.
- Education and vocational training
- Health: health insurance, access to healthcare, eye tests and prescription glasses
- Insurance products: occupational accidents, car insurance, life insurance
- Financial products: bank account, microcredit

→ See the methodology for the identification of the priority expectations on page 65 of this guide.

LOGICS OF LOYALTY OR SUPPLY

Two logics need to be linked together:

- A performance-based loyalty plan logic: it involves establishing performance criteria which subsequently make it possible to have a more sustainable cost-benefit equation. These criteria may vary depending on the needs of the service: they may be economic (volume of waste), environmental (type of waste, compliance with environmental procedures) or related to safety (wearing safety equipment).
- A logic of unconditional supply: this involves being able to propose basic products and services (health insurance, etc.) to informal workers unconditionally.

The two logics are complementary: a minimum basis can be proposed unconditionally, then a performance-based loyalty program can be integrated into the most aspirational products and services.



Photography: Mélanie Grignon

ILLUSTRATION 14

MR. GREEN AFRICA (KENYA)

Launching a loyalty program with a major social impact

DESCRIPTION

Mr. Green is a Kenyan social enterprise which works on collecting and recycling plastic waste in Nairobi and, more recently, in Kisumu. It has recycled over 3,000 tons of waste since it was set up in 2014.

Once the recyclable material has been collected by informal pre-collectors, Mr. Green Africa converts it into recyclable raw material and reinjects it into the supply chain of plastic manufacturers. This allows them to achieve their circular economy objectives and save on the cost of raw materials. For example, Mr. Green has partnered with Unilever for this purpose.

COST

The loyalty program is a breakeven model: the cost of the social incentives is directly financed by the improvement in the performance of the waste pre-collectors. The model is therefore sustainable, especially as the perceived value of the social incentives is higher than their actual financial value.

OBJECTIVES FOR MR. GREEN

- Economic objective: ensure the sustainability of the model by securing and increasing the volumes collected.
- Social objective: help lift precarious workers out of poverty.

OUTCOMES AND IMPACT

The loyalty program, which was pre-tested in focus groups then tested during a pilot phase, led to a leap in the performance of the pre-collectors in the first months following the launch:

- Increase in the average monthly income of pre-collectors: +113% (€34, against €16 before).
- Increase in the volumes collected per month per collector: +122% (251 kg, against 113 kg before).
- Number of pre-collectors who have increased their income: 109.

INFORMAL POPULATION TARGETED

Mr. Green Africa works in partnership with over 2,500 informal pre-collectors. According to the sociological study conducted by Mr. Green in May 2019, the vast majority of them are men aged between 20 and 45. Waste collection is the only source of income for three-quarters of them.

AREAS FOR IMPROVEMENT

It involves two issues for Mr. Green:

- Scale up: provide access to the benefits for pre-collectors working in collection centers that were not tested during the pilot phase.
- Expand the range of social benefits to meet the many expectations of pre-collectors, while ensuring the successful implementation of the program and the competitiveness of the model.

STAGE 1: INCREASE PURCHASE PRICES

Mr. Green Africa pays relatively high purchase prices in order to give the pre-collectors a fair remuneration.

However, as plastic prices largely depend on oil prices, Mr. Green's margin to "play with prices" remains limited.

STAGE 2: PROPOSE MORE BENEFITS WITH HIGH SOCIAL VALUE

In 2019, Mr. Green launched its social impact loyalty program which allows the best pre-collectors to access "impact" benefits (access to work equipment, healthcare, education, etc.). The principle is simple: for each kilo of plastic handed in at the collection kiosk, the pre-collector earns a certain number of loyalty points. At the end of the month, they can redeem their points for a benefit or continue to earn points to reach a bigger benefit.

How has this loyalty program been implemented? Mr. Green Africa commissioned the consulting firm Archipel&Co which deployed a strategy in four stages:

1. Better understand and prioritize the needs of pre-collectors through focus groups.
2. Meet service providers and identify the future partners of the program (health organization, education actor, insurance company, etc.).
3. Build the economic model of the loyalty program to ensure its self-financing capacity.
4. Test the model through a pilot project in a few kiosks.



ILLUSTRATION 15

PLASTIC BANK (HAITI, PHILIPPINES, BRAZIL AND INDONESIA)

Creating a plastic currency to develop the loyalty of informal actors, while meeting their needs

DESCRIPTION

Plastic Bank is an NGO set up in Canada in 2013. Its mission is to collect plastic waste at the source to prevent it from polluting the environment and oceans. Plastic Bank has installed waste collection points for informal collectors in several countries. The plastic collected is subsequently recycled and sold under the “Social Plastic” label to partner industrial companies, such as SC Johnson, Henkel and Aldi.

OBJECTIVES OF PLASTIC BANK

- Social objective: improve the incomes and living conditions of collectors.
- Environmental objective: reduce the quantity of plastic polluting oceans every year.
- Economic objective: ensure there are sufficient volumes of collection to make the model sustainable.

ECONOMIC MODEL

- Plastic Bank’s purchase prices for plastic are higher than market prices.

- The NGO has launched a mobile application that allows collectors to open a bank account and save the money they earn from the sale of waste.
- Plastic Bank proposes collectors to exchange the waste collected for “plastic money”.
- They can exchange this plastic money” for products (food, cleaning products, medicines, etc.) or services (payment of children’s school fees, access to social insurance, etc.). This meets the social needs of the collectors and their families.

OUTCOMES AND IMPACT

- The organization operates in Haiti, Brazil, the Philippines and Indonesia.
- 14,000 tons of plastic waste have been collected since Plastic Bank was launched in 2013.
- Over 21,000 collectors work with Plastic Bank.

PROSPECTS

The fast-growing organization is developing its activity by starting operations in Thailand, Vietnam and Colombia.

THE MONETIZATION OF WASTE, A SOLUTION THAT IS SPREADING

MONEDA VERTE

Moneda Verte was initially launched in Costa Rica. It is an application that rewards its users when they adopt responsible practices: ride a bike, walk, deposit the sorted waste at a collection point, etc. The users earn “green money” which they can subsequently redeem for rewards offered by the program’s partners: pizzas, yoga lessons, repair of eyeglasses, paint kits, gym memberships, etc.

SEVANATHAN URBAN RESOURCE CENTER

In Sri Lanka, under the PHINLA project financed by GIZ, waste recovery centers were inaugurated in the summer of 2020. Residents from the neighboring communities can take their waste there, which is subsequently weighed and converted into points. When they have earned 1,000 points, the residents can redeem them for 1,000 rupees or a reward of equivalent value.

ECO PESA AN BANGLA-PESA

Launched in Kenya in 2010, the Eco-Pesa program aims to demonstrate that alternative currencies can be effective tools to promote local development.

Under this program, residents earn “Eco-Pesa” in exchange for services rendered to the community, such as taking part in waste collection days.

These “Eco-Pesa” can subsequently be used in a network of partner companies (charcoal kiosks, hairdressers, pharmacies, etc.) which will in turn redeem the Eco-Pesa for the Kenyan shilling.

This program’s success has given rise to the development of the “Bangla-Pesa”, a community currency which aims to promote and stabilize local trade by compensating for the currency volatility of the Kenyan shilling which has caused periods of inflation or deflation.

Good Practice 7

The operational model: improving the service by digitalizing some operations

DIGITAL TECHNOLOGY: A DRIVER FOR OPTIMIZING OPERATIONS AT VARIOUS LEVELS

of often inefficient experimentation and adjustment processes. Digital technology is a driver for optimizing these waste management processes.

The practices of informal actors are generally the result

What objectives?

Digital technology can be used for various purposes:

- **Optimization of flows (1)** between households and collection centers and (2) between between the collection, sorting, storage and recycling centers, in particular by redefining the route to collect waste.
- **Reduction in information asymmetries:** it involves identifying any problems related to the lack of visibility of informal actors in terms of the prices of recycled materials. This lack of knowledge considerably reduces their capacity to negotiate sale prices and further weakens their income. Digital tools can act as a disintermediated and real-time communication channel.
- **Improvement in operations**
 - o Optimize the volumes collected, by streamlining the processes
 - o Optimize the waiting time for waste producers and ensure the quality of the service
 - o Optimize the interactions between the informal actors and the structure leading the project
- **Optimization of assets:** increase the profitability of waste management facilities, by increasing the volumes treated.

What impacts on informal workers?

By optimizing waste management processes, informal workers also benefit from:

- **An improvement in their working conditions** (duration, difficulty)
- **An increase in their incomes**



Photography: Mélanie Grignon

THE CONDITIONS FOR SUCCESS:
ADAPT TO EXISTING DIGITAL USES

It is essential to adapt to existing practices and, in this

respect, to identify the access to digital uses. Indeed, the challenge lies in ensuring there is the capacity to use digital technology as much as in the motivation to use it.

ISSUE #1: promote access to digital tools	ISSUE #2: adapt to the digital uses of informal actors
<p>Access to these tools can be considered on three levels:</p> <ul style="list-style-type: none">• Access to digital tools (telephones, generally smartphones). While smartphones have rapidly become a device that everyone should have, some people remain excluded from them and this is often the case for workers in the waste sector, particularly women. Yet smartphones can be a work tool that also improves productivity in the waste sector.• Access to credit (calls, text messages, data). The cost of data often significantly limits the use of equipment (particularly smartphones). The purchase of data can really help boost digitalization strategies.• The development of digital skills (sending text messages, using WhatsApp, using a search engine, etc.). The skills generally focus on using the smartphone (vs. a computer) and a few key applications (for messaging – WhatsApp, Facebook, Viber – or leisure applications – YouTube, TikTok, to name a few).	<p>To increase the use in a professional context, it is possible to work on several parameters:</p> <ul style="list-style-type: none">• Start with existing uses: the diagnostic phase (see Good Practice #1) gives an understanding of the uses of informal actors. This understanding must serve to guide the development of a digital solution.• Not increase the number of channels and applications, as there is a real barrier to the adoption of new uses. It can consequently be more difficult to implement the creation of dedicated applications than to use an existing platform (a WhatsApp channel, for example). In the case of the creation of a tool, the new use must be supported.• Support access to digital technology with financial assistance (to purchase a smartphone and/or data) and training dedicated to digital technology.• Protect equipment (telephones, smartphones): waste workers put their equipment at risk through their professional activity (theft, breakage). This concern should be taken into account and possibly insured, although this may seem just a minor detail.



ILLUSTRATION 16

COLIBA (CÔTE D'IVOIRE)
Developing an application to suit the practices of pre-collectors

DESCRIPTION

Coliba was set up in 2017 and is an Ivorian social enterprise that establishes contacts between waste producers (individuals, restaurant owners and hotels) and informal pre-collectors via a subscription system.

The waste producers can request a collection of plastic waste via the application and earn points that can be converted into rewards (mobile phone top-up, concert ticket, meal voucher, discount coupon, etc.).

At the same time, and to complete its social mission, Coliba carries out awareness-raising campaigns on waste issues in schools in Abidjan (classroom activities and installation of collection boxes for plastic waste). The objective is to sensitize up to 300,000 children by 2025.

Coliba currently employs 32 people at the headquarters and in its recycling facility.

OBJECTIVES FOR COLIBA

- Economic objective: develop an application to optimize the flows of collections.
- Social objective: work better with informal actors, by taking their practices into account.

INFORMAL POPULATION TARGETED

Coliba currently works with about 50 pre-collectors.

METHODS OF ACTION

The deployment of the application involved a two-pronged strategy:

1. Establish a relationship of trust with the informal pre-collectors:
 - By having an in-depth understanding of their vulnerabilities and needs.
 - By ensuring the smooth flow of payments.
2. Adapt to the practices of informal pre-collectors
 - Genesis Ehimegbe, founder of Coliba, points out: "The most important thing is for us to manage to adapt to the operating method of pre-collectors. We need to be faultless in this respect. What matters to them is, for example, the flexibility of the collection times."
 - The pre-collectors have chosen to work being self-employed rather than having a formal contract, in order to keep more flexibility.

PROSPECTS

Coliba wants to accelerate the pace by 2022:

- By attracting more pre-collectors and professionalizing them by providing equipment: the objective is to work with some 4,000 pre-collectors, i.e. 80% of the city's informal workers.
- By installing collection waste collection bins in Abidjan (an objective of 65 by the end of 2021).
- By investing in a new recycling facility to increase the capacity from 1,500T to 10,000T a year.
- By recruiting 200 people divided between the new facility and the bins (assistance with payment via mobile money and preparation of the compacting for the transport to the facility).
- By testing the deployment of activities in the sub-region (Senegal, Cameroon, Nigeria and Ghana).



The usual fears of informal workers (traceability and visibility of their activities in terms of the tax administration) come up quite frequently when they are surveyed about their desire to adopt more digital practices. This point must be addressed as a matter of priority to ensure ownership of the project.

 **ILLUSTRATION 17**

INCLUSIVE WASTE RECYCLING – IWRC (BRAZIL)
Using a digital collaboration platform to promote the integration of the informal sector

CONTEXT

Johnson & Johnson, which is committed to integrating more recycled material into its products, took an interest in its recycling system in Brazil.

In this context, it found that:

- 90% of recyclable materials come from the informal sector.
- The practices of Brazilian cooperatives fall far short of the labor code: no protective equipment, child labor, consumption of alcohol at work, etc.

Consequently, for Johnson & Johnson, working directly with the cooperatives to increase the share of recycled material in products was too risky.

ORIGIN OF IWRC

The company therefore launched the Phénix project which aims to help cooperatives improve the working conditions of informal actors (safety, health, remuneration, etc.), and be certified, so that Johnson & Johnson can work with them.

In three years, three cooperatives have been certified.

Following this initial success, the project has developed so that it can be scaled up: the company Inclusive Waste Recycling has been created.

Its role: deploy the solution by developing a digital collaboration platform able to establish contacts between certified cooperatives of informal workers and companies seeking to responsibly increase the quantity of recycled material in their products.

ECONOMIC MODEL

- The companies pay an entry fee for the program, which finances the certification of the cooperatives that join the platform. This fee depends on the company's needs for recyclable material.
- The companies subsequently buy the recyclable materials they want. The cost is defined based on the fair trade model: base price + administrative costs + bonus for the cooperatives.

OUTCOMES AND IMPACT

- 150,000 tons of material recovered.
- 54 cooperatives certified.
- 2,000 informal actors trained.

LESSONS

- The certification of cooperatives takes time (about one year).
- This model only works with companies willing and able to pay a bonus for the purchase of responsible recyclable materials.

AREAS FOR IMPROVEMENT

iWrc and its partners are considering a mechanism that would smooth out the supply in relation to demand, as the quantities of materials recovered fluctuate a lot depending on the month.

STAGE 1: CERTIFY THE COOPERATIVES

- To assist the cooperatives, iWrc uses the SA 8000 standard. The certification process lasts a year and takes place in four stages:
1. An initial 2-day audit to identify the issues facing the cooperatives.
 2. A 2-day training course for the cooperative's informal actors who will be responsible for the project.
 3. 6 to 8 months of support in order to prepare the certification.
 4. A final audit to obtain the certification.

 **SA 8000 STANDARD – SOCIAL ACCOUNTABILITY**

SA 8000 is an international certification standard that encourages organizations to develop, maintain and adopt socially acceptable practices in the occupational environment.

 **ILLUSTRATION 18**

GREEN MINING (BRAZIL)
Using digital technology to optimize the management of flows between waste production areas and collection spaces

CONTEXT

Under the sectoral agreements of the national solid waste policy (2010), Brazil has aligned with the polluter pays principle: companies must prove that they have actually recovered at least 22% of the packaging they put on the market.

DESCRIPTION

Green Mining is a Brazilian social enterprise that offers a recovery service for recyclable waste to bars, restaurants and hotels in São Paulo and Brasília.

OBJECTIVES

- Economic objective: allow companies to fulfill their legal obligations.
- Social objective: ensure good working conditions for informal actors.

INFORMAL POPULATION TARGETED

To carry out the collections, Green Mining only employs former informal pre-collectors.

In São Paulo, prior to their recruitment, they have followed the "Recycle to develop your power to take action" training course, an initiative of the Municipality of São Paulo to support the formalization of informal workers.

OUTCOMES AND IMPACT

- Between 2018 and 2020, Green Mining collected over 1,800 tons of recyclable materials (PET, glass, etc.).
- Green Mining has recruited 25 pre-collectors in São Paulo and 2 pre-collectors in Brasília.

KEY LESSONS

The Green Mining model is very dependent on access to quality data. Consequently, the partnership with Ambev is strategic in order to know more about the glass market, as it is a major player. However, this cannot always be replicated in other industries or countries.

PROSPECTS

At the same time, Green Mining is lobbying for the program to support the formalization of informal waste workers launched by the Municipality of São Paulo in order to integrate better access to healthcare (including dental care).

« Our databases allow us to identify the places of consumption and our algorithm can define the most effective collection routes for our collectors. »

Rodrigo Oliveira,
founder of Green Mining

STAGE 1: DEFINE THE LOCATION OF THE INTERMEDIATE STORAGE CENTER BY ANALYZING WASTE PRODUCTION DATA

To collect the recyclable waste, Green Mining has intermediate storage centers that receive all the materials recovered from the surrounding area, before they are transferred to the recycling centers.

The location of these storage centers is strategic, as the distance travelled by the collectors every day to fill them largely depends on it.

To optimize the choice of locations, Green Mining has established a partnership with Ambev (Brazil's leading beverage company: 40% of the soft drink market and 70% of the beer market), in order to have access to its sales data.

Using this data, Green Mining has identified the main purchasing points for Ambev products and has therefore deduced the main areas of waste production, enabling it to determine the best locations for the storage centers.

STAGE 2: OPTIMIZE THE ROUTE OF THE COLLECTORS

The platform launched by Green Mining indicates to the collectors the best route to take to collect the waste.

This allows them to work in a reduced area of 2 km in diameter.

Good Practice 8

Increase the attractiveness of waste activities

WORKERS STIGMATIZED

Informal workers in the waste sector are often victims of discrimination because they carry out an activity that is commonly regarded as “dirty” or “degrading”. This image tends to jeopardize the sustainability of their activity: people who work in waste do it because they have no other choice. A major challenge therefore lies in dispelling this image.

A TWO-PRONGED STRATEGY TO INCREASE THE ATTRACTIVENESS OF THE ACTIVITY

Two complementary and indissociable strategies make it possible to highlight the work of informal pre-collectors and contribute to changing their image. They encourage the various program partners to take informal actors into account.

STRATEGY #1: change the image that waste workers have of themselves	STRATEGY #2: change the image conveyed by those who stigmatize them
<p>Building the self-confidence of informal workers requires strengthening their feeling of belonging to a recognized organization and promoting their activity as a driver for social, economic and vocational integration:</p> <ul style="list-style-type: none">• Strengthen cohesion between informal workers<ul style="list-style-type: none">o Lead the community of workers, through community meetings/events or via digital tools (WhatsApp loop, Facebook Group).o Draw on “role models”: get the “influencers” and “pioneers” in the community involved, for example, during training sessions in order to promote their history and know-how among their peers and thereby foster uptake.o Set up mentoring schemes between workers.• Support their professionalization<ul style="list-style-type: none">o Help strengthen their social and professional status: formalization, regularization, access to the law, etc.o Publish a labor code, aiming both to change their behavior (attitude, punctuality, hygiene, conflict management, appearance, etc.) and legitimize their functions (wearing a uniform, etc.).o Propose training, possibly by setting up rewarding and symbolic activities (awarding diplomas, for example).	<p>The objective is to highlight:</p> <ul style="list-style-type: none">• The importance of sound waste management at local level.• The added value created by workers, informal and formal, in order to raise awareness of the environmental and social issues of waste management. <p>Several methods have been developed by organizations that support waste collectors. The commitment of local communities in ascending order:</p> <ul style="list-style-type: none">• Communication and awareness-raising campaigns targeting the general public on the issues of recycling, sorting habits and the key role played by informal actors in waste management.• Events in neighborhoods to develop and promote better waste management.• Immersive socio-educational projects in schools to raise the awareness of young people (see the example of Coliba).• Large-scale collection initiatives involving residents, in the form of events with high educational value. For example, it may involve periodic actions to clean public areas in a neighborhood. This type of initiative also creates links and cohesion between residents and waste workers and highlights the importance of their activity. An approach using challenges between neighborhoods to promote a fun dimension may be a good practice.

WASTE COLLECTION: A DRIVER TO PROMOTE THE VALUE OF THE MOST POLLUTING PROFESSIONS

Innovative approaches have recently reversed the trend by using waste activities as a driver to give back value to professions perceived by people as the most polluting.

- This is the case with an experiment set up in Senegal which aims to involve taxi drivers in Dakar in the collection of plastic waste in urban areas.

- It is also the strategy adopted by Terra Cycle Foundation which is seeking to get Indonesian fishermen involved in collecting plastic at sea.



Photography: Mélanie Grignon



ILLUSTRATION 19

AVINA FOUNDATION (MEXICO)
A public communication campaign to promote the role of informal workers

The Latin American Avina Foundation operates in 19 countries and has been supporting over 4,000 organizations of informal workers in waste management for over 20 years.

ITS VISION
Informal workers are a real resource for municipalities.

ITS POSITION
It acts as an intermediary by allowing governments, companies, NGOs and informal workers to exchange and set up “inclusive recycling”.

- ITS METHODOLOGY**
A collaborative process based on five tools:
1. Create social value together: the foundation coordinates LatitudR, a regional platform for the coordination of actions, investments and knowledge in the field of inclusive recycling.
 2. Mobilize around a common vision.
 3. Align the stakeholders.
 4. Provide financial support for innovation (for example, Avina supports the Brazilian start-up Cataki).
 5. Bring about systemic changes.

- OUTCOMES AND IMPACT**
- 1,383 participants from 23 countries attended the Latin American regional recycling summit in 2018.
 - In 2018, 36 national and local governments received assistance to promote inclusive recycling.
 - 16,000 informal actors have been integrated into waste management systems in 17 Latin American countries.

A COMMUNICATION CAMPAIGN IN MEXICO CITY

The Avina Foundation has developed communication campaigns targeting the general public, in partnership with large companies or governments.

For example, this is the case with Mexico City: the foundation has launched a poster campaign with the municipality which aims to make informal actors visible. The “Eyes that do not see, a heart that does not recycle” campaign is made up of portraits of informal workers and will be posted in the city’s metros.



Photography: Jorge Cardoso



ILLUSTRATION 20

TERRACYCLE THAI FOUNDATION (THAILAND)
Sensitizing and mobilizing communities over waste management issues

DESCRIPTION
The TerraCycle Foundation was set up in 2018 through a grant from the PepsiCo Foundation.

Its mission is to address the complex challenge of waste collection and recycling in emerging countries, with a focus on aquatic ecosystems.

OBJECTIVES

- Change individual behavior in order to reduce the quantity of waste in the aquatic environment.
- Promote the environmental contribution of waste workers in order to increase the attractiveness of the activity.

METHODS FOR ACTION

- **Sensitize communities**

The foundation organizes awareness-raising events, for example in Bangkok, to develop and promote better waste management.

In September 2020, the foundation jointly organized the “Canal Cleanup Day” event with the European Commission which collected over a ton of waste in the canals.

- **Mobilize communities**
- In 2019, the TerraCycle Thai Foundation partnered with the Thai company Blue Carbon Society to help the Government install waste capture systems in rivers, in particular at Lat Phrao.
- These systems are combined with sorting and recycling areas operated by employees from the local community. By integrating actors from the community, the foundation wants to dispel the perception related to waste work in order to make it an activity that people choose.
- OUTCOMES AND IMPACT**
- Over 5 tons of waste are collected by the capture systems every week
 - 8 people from the community have been recruited in Bangkok
- AREAS FOR IMPROVEMENT**
- The solution developed by TerraCycle Thai foundation is based on a philanthropic economic model and its expansion depends on the donations they manage to collect.



Photography: Ezra Acayan/AFD

Good Practice 9

Support access to new income-generating activities

While integration programs are built with a strong social ambition, they often lead to a net loss of informal work, despite the formal employment gains they can bring about. This loss is often difficult to quantify due to:

- The diversity of the professional dynamics of informal actors: “full-time” or “part-time” work on the landfill.

- The lack of transparency of their activity: avoidance strategies vis-à-vis organizations that wish to gain a better understanding of their activities

This loss of access to an income-generating activity, even if it is illegal, requires assistance for retraining towards other professional horizons. To be successful, this support must meet four conditions:

Condition #1: reach out to field actors

The action conducted among informal actors must be in tune with their everyday realities. It requires expertise and a detailed analysis which is often made possible by collaboration with a field actor, for example an NGO. Its role will be to establish a dialogue between the project actors and informal workers. Recourse to this intermediary can be combined with cooperation with local training and vocational integration actors.

Condition #2: retraining to be based on the expectations of informal workers

The diagnostic phase (see Good Practice #1) is the cornerstone of the retraining strategy, as it provides a better understanding of individual situations and professional opportunities. Depending on the context, it may be relevant to:

- Conduct the equivalent of a skills assessment: What academic and professional skills have the informal workers acquired? To what extent can they be developed? In which sector are they sought?
- Identify the professional aspirations of informal workers: Apart from activities in the waste sector, what are their professional ambitions? What are the prerequisites for them? Do they have activities with high added value elsewhere (professional or non-professional) which can be capitalized on?
- Identify existing professional opportunities or ones that can be activated:
 - o The identification of existing opportunities can be facilitated by involving the project partners. In this respect, the municipality can be a key factor for rehiring (e.g.: in the city’s sanitation services). There can also be a return to a rural area and the development of agricultural activities.
 - o Furthermore, it is possible to bring about new professional opportunities (launch of security, craft activities, etc.) through mechanisms to support entrepreneurship (helping with structuring a microenterprise, facilitating access to microcredit, etc.)
- Meet vocational training requirements, in order to assist workers with the possibility of retraining.

Condition #3: in the short term, take into account the economic equation of collectors

Retraining programs must be able to adapt to the economic dynamics of informal actors whose financial horizon is often limited to a week, or even a day for the most vulnerable.

To take into account the long time it takes to retrain, it is necessary to set up compensation mechanisms during the transition phase in order to make up for the temporary loss of income. This requires knowledge of the incomes before the project (see Good Practice #1).

Condition #4: need to consider long-term dynamics

Retraining projects are by nature complex:

- They target vulnerable groups which, although they are used to adapting to changing situations, often do not have the capacity to radically transform their operating method, as they are dependent on their income on a day-to-day basis.
- Their lack of geographical mobility also complicates their professional mobility.
- In some cases, professional retraining (often synonymous with upward social mobility) can be seen as a burden for the household. Indeed, a household whose income increases is rapidly identified as being able to meet the financial needs of the community: peer-to-peer borrowing schemes are widespread and are often based on a few more affluent households which can find this responsibility difficult to assume.

This complexity requires the support to be structured over the long term: the investments must cover both the transition phase and the worker’s first steps in their new career path.



Photography: Mélanie Grignon

ILLUSTRATION 21

CLOSURE OF LANDFILLS AND RETRAINING PLANS, TOGO AND ETHIOPIA

Supporting retraining through support plans, mixed results

CONTEXT

In Togo, AFD has assisted Greater Lomé Autonomous District (see illustration #3) with the closure of the Agoè-Nyivé landfill, where some 60 waste pickers were working. The Social Assistance Plan was drafted by a local social consultant, then implemented by the District and the NGO Entrepreneurs du Monde.

A RETRAINING ASSISTANCE PLAN IMPLEMENTED BY THE DISTRICT AND THE NGO ENTREPRENEURS DU MONDE

SOCIAL ASSISTANCE PLAN

A local social consultant was mandated to assess the effects of the closure and propose alternative assistance solutions:

- Ad hoc financial compensation amounting to a few months of salary, to support the waste pickers during the transition phase.
- A possible rehiring by the municipality (via the list of daily workers). The waste pickers had the possibility of being added to the municipality's list of daily workers for one year.
- Individual assistance, implemented by Entrepreneurs du Monde for four years, to support the socio-professional integration of waste pickers through three paths: entrepreneurship, apprenticeship and vocational integration.

OUTCOMES

- In early November 2020, the 66 waste pickers received compensation for the loss of income.
- 6 waste pickers were recruited in the municipality's staff (surveillance team of the Agoè-Nyivé site).
- The assistance plan gave rise to the definition of 55 professional projects and individual assistance plans formalized through the signing of engagement contracts between the beneficiaries and the NGO.
- 16 people decided to return to apprenticeship and 38 people have an entrepreneurship project.
- The particularly vulnerable people (elderly people and minors) received special support.

KEY LESSONS

- The timetable is key to the success of assistance plans: it was established at a relatively late stage when informal workers had already left the landfill. This limited the impact of the program.
- The implementation of the retraining assistance plan requires a long-term commitment. It is therefore necessary to ensure that the partners are able to commit over the long term, or at least identify new partners as the plan progresses.

CONTEXT

In Ethiopia, AFD has assisted with the closure of the Koshe Reppie landfill in Addis Ababa, where over 600 waste pickers were working. The Social Assistance Plan was drafted by the NGO Enda based on the socio-economic study, then implemented by the municipality.

AN ASSISTANCE PLAN DEBATED, LARGELY REDUCED, PARTIALLY IMPLEMENTED, THEN FINALLY DROPPED

SOCIAL ASSISTANCE PLAN

- Based on the socioeconomic analysis, Enda proposed various assistance measures:
- Structure informal actors into SMEs, depending on their centers of interest. Over 50% of the waste pickers interviewed expressed the desire to develop professionally in a high-potential sector, assisted by an Ethiopian administrative entity responsible for supporting SMEs (construction, textiles and clothing, etc.). To support this transition, Enda proposed to organize vocational training.
- Provide jobs in new facilities. During the study, some waste pickers expressed the desire to remain in the same field of activity.

OUTCOMES

- 320 waste pickers, including 230 women and 90 men, benefitted from training in trade, metalwork, composting, food preparation, etc.

KEY LESSONS

- Align with the objective of the assistance plan: the initial plan did not gain the support of all the decision-making stakeholders, in particular because they did not give the same importance to assisting informal actors. It took over two years for a reduced version (only with training) to be accepted.
- Cope with a complex political context: in 2016, while there was a tense political situation in the country, the new landfill became a symbol of pressure by the central government in the region of Oromia and demonstrations targeted it. Despite attempts at conciliation, the landfill never reopened again. In the meantime, the Koche landfill was maintained and the workers lost interest in the retraining project and gradually dropped out of the training proposed.

Good Practice 10

Propose specific support for the most vulnerable people

EMPOWER WOMEN TO TAKE PROFESSIONAL AND PERSONAL ACTION

Generally speaking, women are in more vulnerable situations than men in the waste sector:

- They are at greater risk of being victims of violence
- They are rapidly excluded from the best sources of waste
- They rarely have access to appropriate toilets
- Etc.

It is essential to tackle these vulnerabilities, which requires specific measures:

- Dedicated professional assistance: training, facilitate access to management positions, etc.
- Empower them to take action: sensitization to a better sharing of household chores (with the aim of making time for women, so that they can be free for income-generating activities), access to education, etc.

SUPPORT THE WORK OF MIGRANT POPULATIONS

Migrant populations who entered the county illegally cannot, by definition, aspire to formal positions. They are consequently overrepresented in the informal sector, in particular in the waste sector.

The first challenge therefore lies in assisting with their regularization.

However, some immigrant workers migrate in a more periodic manner: they go to a landfill for a few months for the time it takes to collect enough recoverable material and then sell it in their country of origin. In this case, the strategies to take informal actors into account are more complex and must be closely adapted to the context. For example, one solution can be to implement advocacy strategies to have their work recognized.

HELP CHILDREN INTEGRATE THE SCHOOL SYSTEM AND AVOID DROPOUTS

Child labor is relatively common in waste management. There are various solutions to eradicate it, but they require heavy investments:

- Financial incentives to send children to school.
- Daycare services.
- Individual retraining support for young people.

They require the support of specific organizations, which must be identified beforehand.

GOVERNANCE AND GENDER ISSUES

The NGO Chintan India points out that the gender issue must be addressed when supporting the structuring of informal actors, for example, by imposing parity on the management committees of cooperatives or creating facilities that meet the needs of women (rest areas, adapted sorting area, etc.).

Sonia Dias, a waste expert at WIEGO, points out that gender issues are emerging in waste management projects. In Brazil, while informal actors have been organized

since the 1980s, the gender issue emerged in the 2010s. In this context, S. Dias coordinated the "Gender and Waste" project which aimed to highlight the multiple discrimination faced by women working in the waste sector. The project led to the creation of:

- A popular education toolkit on gender issues
- An academic toolkit to raise awareness of gender issues.

★ ILLUSTRATION 22

ENDA TIERS-MONDE (VIETNAM)

Providing specific support for women to promote their personal and professional empowerment

DESCRIPTION

Enda Tiers-Monde is an international organization set up in 1972. It has 14 offices around the world. It helps structure the waste management sector and support the professionalization of informal pre-collectors.

INFORMAL POPULATION TARGETED

Enda provides specific support to women. In Ho Chi Minh City, most pre-collectors work as a family and are therefore a little less vulnerable to the risk of violence or abuse at their workplace. Yet the women often take care of all the domestic chores at the same time (management of the household, meals, education of children, etc.).

METHODS FOR ACTION

To support women working in the informal sector, 85% of whom never completed primary school (against 65% for men), Enda Vietnam:

- Sets up awareness-raising workshops on the division of domestic work. The objective is to convince women and their husbands that it is possible and even desirable to share household chores,
- Proposes training (reading, writing, accounting, public speaking, etc.) to strengthen the feeling of legitimacy of women.

OUTCOMES AND IMPACT

35% of the families supported by Enda in Vietnam feel they have shared domestic work more following the training.



INDIA ILLUSTRATION 23

CHINTAN INDIA (INDIA)

Financing and supporting children's schooling to fight against child labor

CONTEXT

In Indian cities, children account for almost 20% of the total number of waste pickers. Some of them are very young, (under 4 years-old). For example, in Delhi some 15,000 children under 14 work as waste collectors. These children rarely have access to formal education:

- Firstly, because the household's income also depends on the income earned by the children.
- Secondly, because their parents have often not been to school and are not familiar with the systems for them to enroll in a school.
- Finally, because schools are places where these children are particularly stigmatized.

DESCRIPTION

The NGO Chintan India is specialized in sustainable urban development and focuses on issues related to waste management, particularly issues concerning informal actors. Chintan India supports children so that they can:

- Gradually stop their waste pre-collection activity, which is often dangerous.
- Enroll and stay in school.
- Prepare their career path.

METHODS FOR ACTION

Despite the heavy dependence of families on the income earned by children, Chintan India does not pay any compensation to them for the schooling of their children. The NGO focuses on raising the awareness of families, so that they realize the importance of schooling for their children. At the same time, to cover the short-term financial needs of households, the adults in these families can join other Chintan India projects which can increase their incomes; such as the "from ragpickers to managers" program, a door-to-door collection, sorting and recycling project.

OUTCOMES AND IMPACT

- Chintan India manages 23 learning centers in 5 municipalities and receives 1,300 children a day aged between 4 and 14 for an average duration of one year.
- Since 2003, over 5,000 children have studied in Chintan's learning centers.
- Chintan India supports schooling for 2,300 children, 65% of them are girls.

STAGE 1: LEARNING CENTERS TO SUPPORT THE LITERACY OF CHILDREN AND THEIR ENROLMENT AT SCHOOL

To facilitate the integration of children into the school system, Chintan India operates learning centers where there are free science, math, art and language lessons all day. The objective is to allow the children to acquire sufficient knowledge for formal school. The NGO also offers health check-ups and organizes events, meetings and campaigns to sensitize parents and children to nutrition and hygiene.

STAGE 2: PERSONALIZED FOLLOW-UP TO ENCOURAGE THEM TO STAY IN SCHOOL

Once the children are ready to go to formal school, the NGO covers the school fees and offers the children personalized follow-up (periodic assistance with English, math, etc.), so that they are as successful as possible in their schooling.

Photography: Mélanie Grignon



ANNEX

Toolkit

A questionnaire to understand the plurality and dynamics of informal actors

The list of questions proposed below must be adapted to the context and needs of the study.

It may sometimes be necessary to reformulate the questions to ensure they are clearly understood by the respondent and the robustness of the answers.

This questionnaire is intended to be given to a cross-section of respondents (in terms of age, profile, practices), in order to minimize the bias of the study.

PROFILE OF THE RESPONDENT

- 1. Are you: ☐ a man? ☐ a woman?
- 2. How old are you?
- 3. Are you married? ☐ yes ☐ no
- 4. How many dependent children do you have?
- 5. Where do you come from?
Were you born here? ☐ yes ☐ no
- 6. What is/was the profession of your parents?
(here we are seeking to understand if the respondent is in a logic of social reproduction in terms of their parents)

LIVING CONDITIONS AND ACCESS TO ESSENTIAL PRODUCTS

- 7. What type of housing do you live in?
☐ Informal housing (slum) ☐ Formal housing (apartment, house) ☐ Homeless
- 8. At what age did you stop school?
- 9. Do you know how to read? ☐ yes ☐ no
- 10. Do you know how to write? ☐ yes ☐ no
(If one of the objectives of the study is to understand the social needs of informal workers, for example, in the context of the definition of a social impact loyalty program, it may be relevant to look more closely at their knowledge of the various social benefits: access to health insurance, access to education, access to professional equipment, access to energy, etc. We are developing the example of access to healthcare here.)
- 11. When you or someone in your family falls ill, do you seek treatment? ☐ yes ☐ no
- 12. If so, where?
What is the average amount of your health expenses per month?
- 13. Do you have health insurance? ☐ yes ☐ no
- 14. If so, what type of healthcare does it cover?
- 15. How much do you pay for this insurance per month?
- 16. Are you satisfied? ☐ yes ☐ no
- 17. Why?

DIGITAL EQUIPMENT AND SKILLS

(This section will be particularly useful when the program to support informal actors includes a digital dimension, for example, the development of an application).

- 18. Do you have a mobile phone? ☐ yes ☐ no
- 19. If so, what type of phone is it? ☐ basic phone ☐ smartphone
- 20. How much do you spend on communication per week?
And on data?
- 21. What are the main uses of your telephone?
☐ Calls/voice ☐ Text messages ☐ WhatsApp ☐ Facebook ☐ Other, please specify:

INCOME-GENERATING ACTIVITIES

(This section assesses the weight of waste management in the economic balance of the household and therefore estimates the barriers to retraining).

- 22. How long have you been working in waste management?
- 23. Is it a ☐ temporary or ☐ permanent activity?
- 24. Is it your ☐ secondary, ☐ main or ☐ only income-generating activity?
- 25. What type of activity do you carry out in waste management?
☐ Pre-collection from households ☐ Recovery on the street ☐ Recovery in landfills
☐ Purchase, storage and resale of waste ☐ Waste processing and recycling
- 26. Do you currently carry out your waste management activity informally? Is it your choice?
.....
- 27. Would you like this activity to be formal?
Why?
(Only if waste management is the secondary or main activity)
- 28. During the week, how many other income-generating activities do you carry out at the same time?
.....
- 29. What are these activities?
- 30. Which of these activities do you carry out officially?
- 31. And informally?
- 32. Among all your income-generating activities, what is the weight of your waste management activity in terms of income?
.....
And in terms of the number of hours of work per week?
- 33. Compared to your other income-generating activities, do you think that your waste management activity is: More or less profitable? More or less fulfilling?
- 34. Would you like to spend more time on waste management per week? ☐ yes ☐ no
- 35. Why?

ECONOMIC MODEL AND WORKING CONDITIONS

(This section assesses the waste treatment capacity of informal actors in order to anticipate the best model for their integration into the program).

36. What type(s) of waste do you collect/handle? ☐ Plastic ☐ Cardboard/paper ☐ Metal
☐ Organic waste ☐ Other, please specify:
37. What equipment/work tools do you have?
38. How many hours do you work on waste management per day?
39. What are your working hours?
40. How many kg of waste do you collect/handle per day?
41. How often do you buy/resell waste?
42. What price do you buy/sell your waste at?
43. How much is your weekly income from your waste management activity?
44. Do you think that this income is sufficient to support your household? ☐ yes ☐ no
45. If not, how much do you think you need to earn per week to live comfortably?

ORGANIZATION AND GOVERNANCE

(This section assesses:

- The barriers to supporting informal actors: it is common for informal waste management to be governed by strong network dynamics, or even "clans", that can be barriers to the introduction of programs to support informal actors
- Existing dynamics which can be capitalized on to help support informal actors.)

46. Do you carry out your waste management activity ☐ alone or ☐ are you part of an organization (family organization, cooperative, association, etc.)?
(Only if the respondent is part of an organization)
47. Is this organization ☐ formal or ☐ informal?
48. What type of organization is it? ☐ An association ☐ A cooperative ☐ A union ☐ A peer-to-peer network

PROFESSIONAL SKILLS AND DESIRES

49. Do you want to continue to work in the waste sector in the coming years? ☐ yes ☐ no
50. Why?
(Only if the respondent does not want to continue to work in the waste sector)
51. Which profession would you like to move towards if you had the opportunity?
52. Why?
53. Are you able to move to carry out this new activity?
54. Would you be willing to take up vocational training to carry out this new activity?
.....

At the end of the interview, remember to thank the respondent for the time they accepted to spend on the study.

It is common practice to offer reasonable financial compensation to the respondent: it should be equivalent to the income the respondent would have earned during the interview if they had worked. It requires making sure the compensation is neither too low (to avoid frustration), nor too high (to avoid biases in the answers).

Annex – Tool #2

Build personas, a tool to map informal actors in the waste sector

A persona is a fictitious person with specific social attributes and characteristics, who represents a target group with its own interest in its actions. It is a very useful archetype that makes it possible to more effectively report on the lessons from the diagnostic phase and thereby facilitates the management of the project. Four persona are presented here. They represent the various activities in the waste value chain:

MESMIN BOMENT - PRE-COLLECTOR



36 | CÔTE D'IVOIRE
MARRIED, 2 CHILDREN
Activities: pre-collection and resale of recoverable waste

"I was a security guard and I didn't get my wages regularly. I was looking for another activity, a friend advised me and told me about household waste collection. I decided to find a job in this sector."

TYPICAL DAY

Morning: door-to-door waste collection in buildings and separating "sellable" and "unsellable" waste

When the bin is full: transports the waste to the collection center where there are the dumpsters of the companies responsible for waste collection. Meeting with buyers of recoverable waste (bottles, scrap metal, plastic, etc.)

Does about 4 rounds a day

Advantages: presents from certain clients

Difficulties: tiredness due to the heavy garbage bags he has to pick up, rain, accusations of theft by clients

AMALIA PEREIRA - WASTE PICKER



41 | BRAZIL
MARRIED, 3 CHILDREN
Activities: collecting and reselling waste on landfills

"I started working when I was 7, like my mother and grandmother before me. This work is a family tradition. When I was little, I worked by my mother and went to school in the afternoon."

TYPICAL DAY

Morning: collects waste at the open-air landfill to recover "sellable" waste

When the bags are full: transports the recyclable materials to the resale points where there are informal aggregators (resellers) or private recycling companies

Does rounds for 6 to 12 hours a day

Advantages: freedom to work for yourself, buyers nearby

Difficulties: tiredness due to the heavy garbage bags she has to pick up, rain, working conditions at the landfill

AHAAN SINGH - RESELLER



33 | INDIA
COHABITATION, 2 CHILDREN
Activities: wholesaler, purchase of waste from pre-collectors to resell to his clients (e.g.: steel works)

"I'm doing this as long as it pays well, but it's not an easy activity, you need to be very careful about what you buy, otherwise you can lose money."

TYPICAL DAY

Visited by pre-collectors bringing him the items or goes himself to check the quality of the items offered to him

Carries out **research to compare the prices of scrap metal** locally, but also in other countries (Google search in particular)

Organizes his resales 2 to 3 times a month for his clients (rents a car)

Advantages: activity more profitable in the waste sector with a base of regular clients

Difficulties: recurrent problems of thefts of quality materials and/or late payment/non-payment by his clients

PATRICK HARLEM - RECYCLER



35 | SENEGAL
UNMARRIED, 4 CHILDREN
Activities: collection/resale (jewelry & clothes), second-hand clothing

"I went to a landfill one day to see a friend. I found some shoes there which I paid FCFA 3,000 for. I washed them and sold them for FCFA 14,000. So, I saw the profits I could make from selling items sorted at the landfill."

TYPICAL DAY

Morning: goes to meet the pre-collectors and buy waste from them or goes himself to recover waste at the landfill

Afternoon: goes to the places where the clients are in order to hold the sales

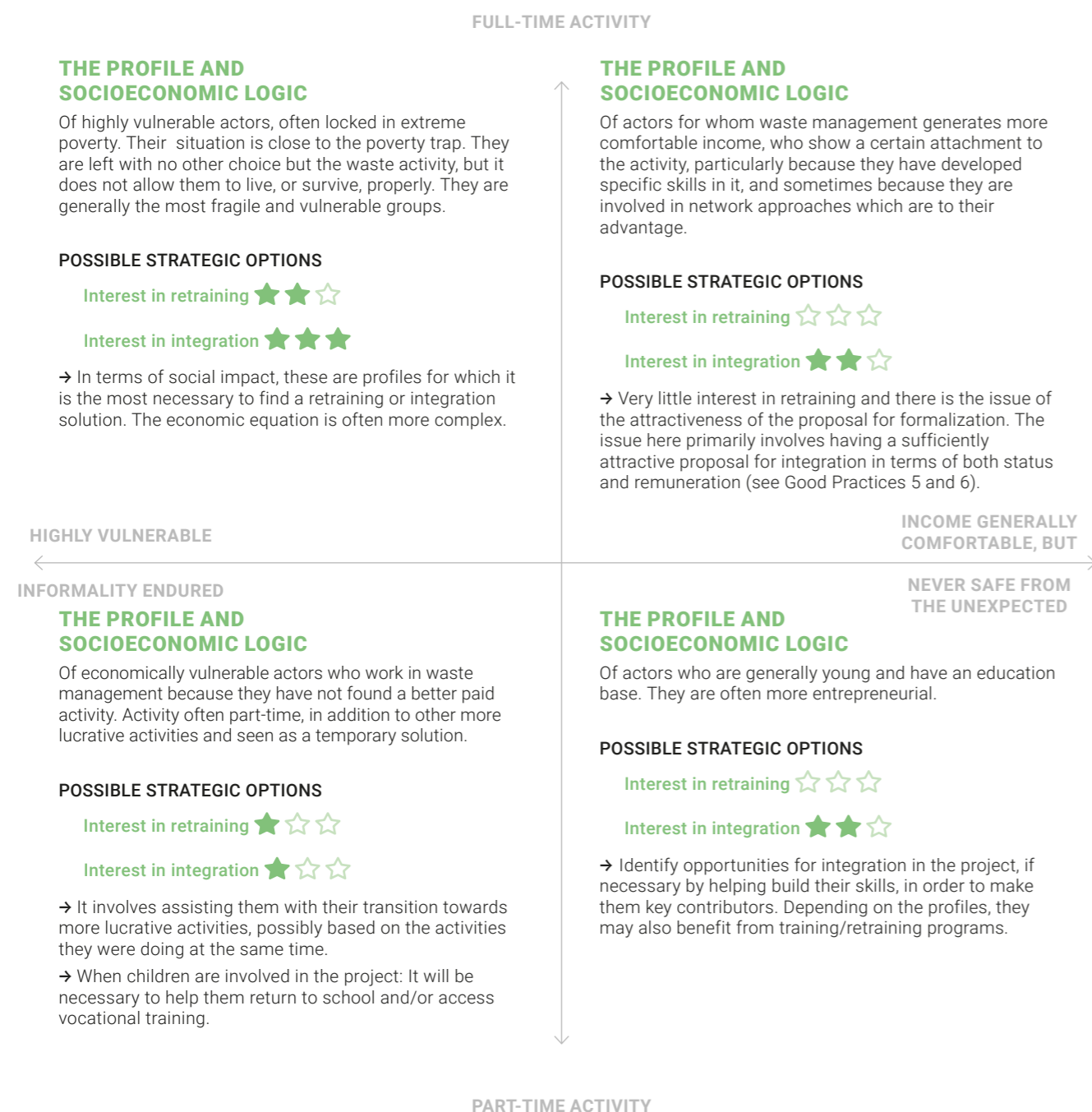
Late afternoon: starts his other activity

Advantages: profitability, freedom to work for yourself

Difficulties: rain, working conditions at the landfill

Map informal actors to understand the scope of possibilities

To understand the scope of possibilities, it is useful to position the informal actors on a matrix with two axes: their level of insecurity and the weight of the waste management activity in their daily lives. This makes it possible to decide on the strategies to adopt for each profile encountered.



A methodology to question informal actors about their priority expectations

Identifying the priority expectations of informal actors requires organizing focus groups with the publics benefiting from the program. These focus groups must make it possible to meet at least 20 people (5 to 7 people per focus group on average), whose profiles (age, gender, etc.) must be representative of the overall population. They must each be held for a maximum of 1h30-2h (with breaks), in order to maintain the group dynamics. Below is how a focus group typically takes place:

STAGE 1: GAIN A BETTER UNDERSTANDING OF THE PERSONAL AND PROFESSIONAL BACKGROUND OF THE PARTICIPANTS (30 MINUTES)

Example of an activity: place a green "yes" sheet of paper or a red "no" sheet of paper in the middle of the circle of participants.

For each question asked (Are you married? Do you have children? Is the waste activity your only income-generating activity? etc.), ask the participants to answer if the response is "yes" or "no", with each of them placing an object on the right answer (a stone, a pencil).

To build the list of questions, it is possible to get ideas from the questionnaire presented on page 63.



STAGE 2: IDENTIFY THEIR PREFERENCE IN TERMS OF SOCIAL INCENTIVES (30 MINUTES)

- Understand their desire for a social incentives program
- Understand their main expectations in order to design an appropriate social incentives program
- Understand the reasons why they chose the incentives

Example of an activity: give everyone a deck of cards with the logos of the various social incentives proposed (health insurance, access to education, food basket, access to energy, etc.) and ask them to select the three cards they prefer. They can also propose a card if they think it is an incentive that is not proposed in the game.

This makes it possible to rapidly prioritize the incentives the participants prefer.

STAGE 3: MEASURE THE CAPACITY AND WILLINGNESS OF THE PARTICIPANTS TO COLLECT WASTE IN ORDER TO ACCESS THE SOCIAL INCENTIVES (30 MINUTES)

- Identify the factors that influence their capacity and willingness to collect waste and assess the impact of the future social incentives program on the collection
- Understand the digital practices of the waste collectors and assess the capacity to develop digital social incentives

Water	Food	Household energy	Health and hygiene	Trainings / education	Micro-insurance
Good drinking water, sanitation	Salad, vegetables	Access to electricity, gas, charcoal	Get cards, first aid kit, medicines, reproductive health services, soap, etc.	Get a passport or ID card, learn a language (English, French, etc.), computer, driving, etc.	Medical, funeral, insurance, etc.
Banking services	Clothing / equipment	Tech hardware	Household devices	Shelter	Social / welfare
Individual, business, education loans, saving accounts, etc.	Protective equipment, collection bag, etc.	Computer, smartphone, etc.	Frozen, household items, etc.	Sleeping bag, heavy blanket, tent, etc.	Identification, registration, birth registration, etc.

- As with individual interviews, at the end of the focus group, remember to thank the participants for the time they have accepted to spend on the study.
- It is common practice to offer reasonable financial compensation to the participants: it should be equivalent to the income the participant would have earned during the interview if they had worked. It requires making sure the compensation is neither too low (to avoid frustration), nor too high (to avoid biases in the answers).

Towards a World in Common

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