Waste Management Situational Analysis in Urban WASH Consortium Areas in Freetown

Lilliana Abarca
Verele de Vreede

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Cover photo series: A view over Freetown, the Kingtom waste disposal site and collected water sachets for export to Guinea.

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### LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tr>
<td>ACF</td>
<td>Action Contre la Faim</td>
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<tr>
<td>CYDO</td>
<td>Christian Youth Development Organisation</td>
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<td>DHMT</td>
<td>District Health Management Team</td>
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<td>DDPC</td>
<td>Directorate for Disease Prevention</td>
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<td>DFID</td>
<td>Department for International Development, UK</td>
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<td>FCC</td>
<td>Freetown City Council</td>
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<td>FWMC</td>
<td>Freetown Waste Management Company</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>GIZ</td>
<td>Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH.</td>
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<td>GoSL</td>
<td>Government of Sierra Leone</td>
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<td>INGO</td>
<td>International non-Government Organisations</td>
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<td>IWMG</td>
<td>Integrated Waste Management Policy</td>
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<td>LAWMA</td>
<td>Lagos Waste Management</td>
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<tr>
<td>MEWR</td>
<td>Ministry of Energy and Water Resources</td>
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<tr>
<td>MLGRD</td>
<td>Ministry of Local Government and Rural Development</td>
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<td>MoFED</td>
<td>Ministry of Finance and Economic Development</td>
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<td>MoHS</td>
<td>Ministry of Health and Sanitation</td>
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<td>MoYS</td>
<td>Ministry of Youth and Sports</td>
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<td>WASH</td>
<td>Water, Sanitation and Hygiene</td>
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<td>WHO</td>
<td>World Health Organization</td>
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EXECUTIVE SUMMARY

Sierra Leone’s urban areas are facing increasing population levels, rapid urbanization (3.3%), high unemployment, uncontrolled settlements, rising number of informal businesses and severe pressure on the provision of basic services such as water supply, sanitation and solid waste management. The migration of citizens from rural to urban areas seeking better employment opportunities has further increased the demand on public services. On the other hand, City Councils responsible for providing these services face problems in supplying effective and efficient services due to a lack of technical knowledge, inadequate organisation and limited finances and human resources.

Approximately 1 million inhabitants live in Freetown, Sierra Leone’s overcrowded capital city. Solid and liquid waste management services have been a challenge for the institutions responsible for the implementation of environmentally-sound practices. Bad management has led to the contamination of water, soil and air, all of which have a major impact on public health and the spread of epidemics such as diarrhoea, typhoid, malaria and cholera.

This report presents the findings and recommendations of a rapid assessment on the waste management situation in Freetown, on the request of the Urban WASH Consortium of Freetown, comprising Concern Worldwide, OXFAM, ACF, Save the Children and Goal. The findings and recommendations aim to assist Consortium members to incorporate appropriate approaches for solid waste management in the second phase of the WASH programme and other interventions in Freetown.

The document is based largely on qualitative information on the current solid waste management situation in Freetown, with particular focus on areas targeted by the Urban WASH consortium. The recommendations are at various levels: national, city and community level. In some cases they are outside the activity range of the Consortium but they are essential to make other activities feasible and successful. National and city level recommendations are related to (1) the need for legislation and (2) the capacity of the City Councils to implement this legislation – specially, capacity development for strategic planning, systematic collection of data for monitoring and evaluation, institutionalising citizens participation in planning, monitoring and evaluation and improvement of disposal sites to reduce environmental impacts.

WASTE has identified several existing activities with which a project on community level could initiate a functioning waste management service for vulnerable urban communities. Communication and Community Participation Plans are proposed for behavioural change, Pro-Poor Private Partnerships for service delivery initiatives and value chain business creation, and Capacity Development for entrepreneurship to support the improvement of livelihoods.
1 INTRODUCTION

1.1 Rationale of the study

In Freetown, Sierra Leone, five INGOs working in WASH, namely, Concern Worldwide, OXFAM, ACF, Save the Children and Goal, have formed the Freetown Urban WASH consortium to help improve the health status of urban citizens, in collaboration with the Government of Sierra Leone. The consortium is active in 30 vulnerable urban communities in Freetown, where they are aiming to achieve the following outputs related to waste management:

Output 1: Men, women and children in target Freetown city sections have increased access to, and make optimal use of improved water and sanitation facilities, and take action to protect themselves against threats to public health.

Output 2: Improved capacity of community members in target city sections and the relevant Governmental Sierra Leone stakeholders to prepare and respond to localised disasters and disease outbreaks such as cholera.

Output 3: Strengthened capacity of relevant stakeholders to plan and coordinate the delivery of WASH activities in an accountable and timely manner.

Output 4: Influence WASH sector policy and financing in Sierra Leone based on the right to water and sanitation.

A situation analysis of waste management in Freetown was envisaged as part of the Consortium’s work and in order to feed information into Outputs 1 and 2. These findings
and recommendations will hopefully allow Consortium members to incorporate approaches for solid waste management in the second phase of their joint WASH programme.

1.2 Research objectives

The overall objective of this study is to carry out a situational (or baseline) analysis of solid waste management in Freetown. Two specific objectives are to (1) examine community based solid waste management in urban and peri-urban areas in Freetown and to (2) provide sustainable waste management options for the target areas of the WASH consortium.

1.3 The structure of the report

The second chapter of this report on the findings of the mission in Sierra Leone, begins with some general information on the living conditions of the urban population then describes the municipal waste management situation in Freetown and analyses the market for recyclables before describing the community-level services in the areas visited and solid waste activities identified.

Chapter 3 describes the methodology used for this analysis and links it to the Terms of Reference. Chapter 4 has findings and recommendations based on the ideas on Integrated Sustainable Waste Management and the principle that waste management activities should be sustainable. Chapter 5 detailed these recommendations, describing activities linked to each recommendation and listing expected results. Finally, chapter 6 provides a short recap of what has been observed in Sierra Leone and some general conclusions. The annexes contain a record of the activities undertaken in Sierra Leone, a list of interviewees, presentations given, a short page on waste communication strategy, a resume of Klin Salone activities, and recommendations for activities not directly involving community based activities.
2 SOLID WASTE MANAGEMENT IN SIERRA LEONE

2.1 Situation in the country

Sanitation generally refers to the provision of facilities and services for the safe disposal of human urine and faecal matter as well as to the maintenance of hygienic conditions, through services such as solid waste collection and wastewater disposal (WHO, 2012). Inadequate sanitation and waste management are major causes of disease worldwide and improvements here bring significant health benefits to households and communities.

Despite some significant improvements following the end of the conflict from 1991 to 2002, Sierra Leone continues to have some of the poorest developmental indicators in the world. The average life expectancy is 48 years and Sierra Leone ranks 180 out of 187 countries on the 2011 UNDP Human Development Index report. Current projections show Sierra Leone will most likely achieve only one of its MDGs (related to HIV) by 2015. Child mortality in Sierra Leone remains one of the highest in the world with 217 children under 5 dying per 1,000 live births. More than 14% of all deaths of children under 5 are due to diarrhoea, making it the third leading cause of infant mortality in the country, which is partly due to the poor water, sanitation and hygiene (WASH) situation for most Sierra Leoneans.

Urban areas in Sierra Leone are facing increasing population levels, rapid urbanization (3.3%), high unemployment, uncontrolled growth of settlements, mushrooming of informal businesses, all of which puts severe pressure on the provision of basic services such as water supply, sanitation and solid waste management. Rural to urban migration for better employment opportunities has also increased demand on public services. On the other hand, City Councils that are responsible for providing these services face problems in supplying effective and efficient services due to a lack of technical knowledge, inadequate organisation and limited finances and human resources.

Delivering solid and liquid waste management services in Freetown has been a challenge for the institutions responsible for the implementation of environmentally sound practices. This has lead to the contamination of water, soil and air, all of which have led to epidemics such as diarrhoea, typhoid, malaria and cholera. The health status of citizens as well as their access to WASH and waste services varies greatly across different socio-economic groups. While recent data indicates that around 76% of Freetown residents use improved sources of drinking water, such an average figure hides huge differences between poor and rich households.

The waste management situation in Freetown resembles that in many other capital cities in low-income countries in Africa. The actual production of waste is not as high as in middle and high income countries, but the lack of proper funds jeopardises the provision of services. The situation is further complicated by the lack of coordination and interlocal cooperation in waste management policies and strategies.
of adequate waste management services, i.e., regular collection, high recovery of recyclables goods and safe disposal.

The responsibility for solid waste management in a city lies with Freetown City Council (FCC), although the policy has yet to be laid out by the national government. This is, however, a common problem as proper waste management is costly and the responsibilities for planning and policy making are not always clearly defined. This is especially true in Sierra Leone (more details in Section 2.2).

In the late 1990s, the cities of Freetown, Bo and Kenema were part of a waste management modernisation project called the IDA Transport Sector Project. This project aimed to generate employment, through local contracts and was implemented by the Sierra Leone Roads Authority under the overall supervision of the Coordinating and Monitoring Unit of the Ministry of Transport and Communications. This project was relatively successful, but the service contract ended in March 2002 and the Ministry of Health and Sanitation (MoHS) continued as the responsible agency for the operation and management of refuse collection and disposal services12.

In 2005, MoHS and UNDP assessed the environmental health and waste management situation in Freetown and five other major cities and developed a project concept for sustainable waste management13. At the same time the World Bank agreed to fund the provision and preparation of landfill sites at these six locations: Koidu, Bonthe, Bo, Kenema, Makeni and Freetown. Freetown was later dropped due to the complexity of the city and the size of the challenges14. There is little information on the current status of these projects including successes and failures.

In the period 2008-2010, UNDP supported, on request of the City Councils, a solid waste management programme in Bo and Makeni with the aim to strengthen the waste management capacity of the City Councils15. As part of this initiative, One World Link (a UK-based organisation) trained waste management operators and introduced new ideas on governance and waste management issues, while UNDP provided equipment and paid for their maintenance. Apart from the equipment, staff trained on waste management issues and improved awareness within the local Council on waste management and governance, an important result of the initiative is the increased willingness of the community to pay waste management fees, following improvements in service delivery16.

2.2 Solid waste management in Freetown

2.2.1 Background

Freetown is the capital and the largest city in Sierra Leone and is also the country’s main port on the Atlantic Ocean. The climate is tropical (hot and humid) with a rainy season (May to November) and dry season (December to April). During the rainy period, the rainfall can reach up to 3,500 mm of rain, making it one of the wettest places in Western Africa17.

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12 Alhaji Brima Gogra et al., 2010, Journal of American Science
13 Alhaji Brima Gogra et al., 2010, Journal of American Science
14 Anonymous, Document provided by Thomas Amara, MoHS. 2012. Personal communication
15 Anonymous, Document provided by Thomas Amara, MoHS. 2012. Personal communication
16 Sahid Abu Dinge, UNDP, 2012
Freetown lies between the sea in the south and the hills to the north. The hills make it difficult to build into the hinterland and so the city has spread out along the sea coast, with the old city more or less in the middle. The slum areas are located on steep slopes or in the riverbeds near the sea.

Freetown was estimated to have 941,000 inhabitants in 2011, with an unknown number of people commuting or migrating in the different seasons18.

The 64 communities in the municipality are situated in the 3 regions of Freetown East End, Central, and West End of Freetown. The East End has many poor communities, while Central Freetown contains the old city centre and business area, and the West End of Freetown is home to some of the richer communities.

The ten-year war (1991-2001) severely impacted Freetown’s economy and infrastructure. Before the war, the city provided door-to-door waste collection services and had a quite efficient waste transportation system. But after 2001, the city experienced a great immigration wave, which resulted in poor housing, inadequate sanitation, congestion, pollution, poor public services and chronic unemployment, particularly among the youth, most of whom lack employable skills.

2.2.2 Current waste situation in Freetown

This section describes waste management in Freetown in terms of waste generation and separation, collection, transfer and transport, treatment, final disposal and recycling activities. Since there were very little current secondary data, the information is largely qualitative, with some quantitative estimates provided by interviewees.

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Waste generation and separation
The city is estimated to produce 900-1000 tons of solid waste per day, comprising around 0.5 kg/capita of household waste and an unknown amount by markets and public institutions such as schools, governmental offices and hospitals. No information has been found on the amount of commercial and industrial waste, health care waste from private centres, and building and demolition waste\textsuperscript{19,20,21}.

The waste storage practices of the resident households are rather poor. Mixed waste which, in some cases, also includes human excreta, is stored in plastic buckets, paper or plastic bags, straw baskets and the like\textsuperscript{22,23}.

The composition of the waste in low density high income areas is mainly, organic residues (70%), the remaining 30% is composed of dust/ashes, plastics, textile products, glass, metals, paper and cardboard\textsuperscript{24}. Low income areas mainly produce dust/ash, organic matter and few plastics. These plastics are bought, in some cases, by itinerant buyers paying some money to the households. Papers from households are occasionally bought but there is not much available. The price is 5000 Leones (LE) for a load of paper\textsuperscript{25}.

Waste collection
An umbrella organisation called “Klin Salone” was created in Freetown in 2007 with the main objective of involving community youth groups to coordinating the collection and transportation of waste\textsuperscript{26}. With support from the GIZ (formerly GTZ) for equipment, salaries, training and coordination, Klin Salone was committed to providing convenient and affordable waste collection services while promoting sustainable employment for its members see Figure 1. During the project around 35 groups were active throughout Freetown providing employment to around 200 young people and ensuring street sweeping and waste collection in nearly the entire city (See Annex 6 for more information on Klin Salone) After the somewhat sudden termination of the project in 2008 most groups disappeared, mainly due to the lack of coordination, financial and human resources. Some of these groups however are still providing waste collection services\textsuperscript{27} or working on the disposal site collecting waste for recycling\textsuperscript{28,29}.

\textsuperscript{19} Sulaiman Zainu Parker and Edward Shelai Komeh, FWMC, 2012
\textsuperscript{21} Anonymous, document provided by Wilfred Famakoni, Saffa Saidu and Thomas Amara, MoHS, 2012
\textsuperscript{22} Sulaiman Zainu Parker and Edward Shelai Komeh, FWMC, 2012
\textsuperscript{23} Information provided by residents from Grey Bush during visit to the area, 2012
\textsuperscript{25} Information provided by residents from Grey Bush during visit to the area, 2012
\textsuperscript{26} http://klin-salone.org/about_4.html
\textsuperscript{28} Gibrill K. Barugra et al., 2012
\textsuperscript{29} Karl-Heinz Eyrich, GIZ, 2012
Currently, around 40% of the total solid waste of the city is collected by the Freetown Waste Management Company (FWMC) and formal and regulated informal private operators. FWMC collects the waste from government offices, private institutions and takes it to legal and illegal temporary disposal sites. The collection is done with 4 compactors (20 ton), 2 open tippers (30 ton), 1 flat bed truck (15 Ton) and 1 tractor (12 Ton). In addition, there are containers (average size of 3m$^3$) placed strategically alongside streets\(^\text{30}\).

Low density high and middle income areas are served by private collectors, who have been given permits and identification cards by FWMC to deliver the service\(^\text{31}\). They charge a collection fee (10,000 LE per collection) which is paid directly by households to the providers\(^\text{32}\).

Low income areas are not served by FWMC due to difficult access, lack of equipment, and insufficient numbers of employees available for the service and a lack of funding\(^\text{33}\).

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31 Unfortunately, it was not possible to collect information, during this study, on the equipment used by formal and informal private operators.
33 Juliana Lahai (Concern Worldwide) and Lilliana Abarca, 2012. Visit to Grey Bush slum and discussion with 15 dwellers.
Households in these vulnerable areas make use of private waste collectors, unregulated by FWMC, that collect their waste from their doorstep for a fee. The fee can vary and in the Grey Bush neighbourhood, for instance, it ranged from 2000 to 8000 LE per week.\(^3^4\)

**Transfer and transport of waste**

After collection, waste is transferred either to the 65 legal “transfer stations” run by FWMC or the 500 illegal ones (70-75\% in the eastern part of the city) or to the two legal final disposal sites, (Granville Brooke for the eastern and Kingtom for the western part of the city). Legal “transfer stations” receive household waste collected by the private operators who pay a tipping fee to FWMC of 200,000 – 300,000 LE/month. The legal disposal sites (Kingtom and Granville Brooke) charge even small private operators 1000 LE each time, irrespective of the amount of waste brought in.\(^3^5\)

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\(^3^4\) Information provided by residents from Grey Bush during visit to the area, 2012


Personal communication.
a way to reduce volumes, but this can cause environmental pollution especially when burning plastics with chlorine molecules, which produce dioxins or furans which are highly toxic. During the visit, burning waste was observed throughout the city, in legal and illegal “transfer stations” as well as at the two disposal sites.

During the visit to Kuntorloh’s market, two saleswomen informed that the market hardly produced any organic waste since everyone in the market took such waste back to their vegetable-producing fields. Organic waste decomposes in the soil producing a mulch (which the women called ‘manure’), that enhanced the capacity of the soil to retain water.

**Final disposal**

The lack of an efficient and effective waste collection service also encourages inhabitants to dispose of their wastes in water courses, the ocean, drainage channels, vacant land and alongside roads. There are no figures on the amounts of waste ending up outside the disposal sites, but it can be estimated: if the an average 900-1000 tons/day is estimated to be produced of which 40 per cent (360-400 Ton/day) is collected\(^\text{36}\), then, 540-600 tons per day are disposed outside the formal disposal sites.

The waste dumped in waterways uphill clogs drains downstream, which is one of the main reasons for the flooding during heavy rains. The numerous legal and illegal temporary disposal sites are visited by waste pickers and animals\(^\text{37}\). All these waste disposal practices are major contributors to the significant rise of vector-propagated diseases in the city.

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\(^{36}\) Juliana Lahai (Concern Worldwide) and Lilliana Abarca, 2012. Visit to Grey Bush slum and discussion with 15 dwellers.

\(^{37}\) [www.who.int/topics/sanitation/en/](http://www.who.int/topics/sanitation/en/)

\(^{38}\) Benjamin Sesay, Monitoring Officer and Mohammed Sesay FWMC, 2012
have slopes ending in a riverbed, which is probably receiving “leachate” (liquids filtered out of the waste) which then runs on towards the sea.

Both sites receive waste from household collection, markets and, in lesser amounts, from brewery and cold drinks industries, commercial, institutional and health care centres. The sites are of poor quality: only partly fenced with concrete walls and open gates. Neither site owns a weighing bridge or a functioning bulldozer. The bulldozers are broken down due to lack of maintenance.

Granville Brooke has a community of waste pickers of whom 25 were organised into an association called ‘Dumpsite Scavenger Association’, supported until 2008 by the GIZ-funded project ‘Klin Salone’, although only 7 or 8 members have remained. The other waste pickers on the site are not organised, and include children and women with babies. Some waste pickers live on the site and there are also item vendors, recyclable goods buyers and FWMC employees besides a large number of pigs, dogs and birds.

The Kingtom disposal site has around 50 waste pickers, some of whom live on the site. Pedestrians use the disposal site as a pathway to go from their neighbourhood to the main road. There are also a large number of pigs whose owner brings them to the site daily to scavenge for food 39.

**Recycling**

Materials that can be recycled are sold at both sites to middlemen who take them to scrap yards near the disposal sites. The prices paid by middlemen, however, vary across the two sites (see Table 1) 40,41 but there was little information about the prices for which the materials are sold to others in the supply chain that finally reaches the international market 42.

<table>
<thead>
<tr>
<th>Material</th>
<th>Prices for waste material from different sources of trade</th>
<th>Country destination</th>
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<tr>
<td></td>
<td>Households in Grey Bush (LE)</td>
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<td></td>
<td>Households in Old Wharf (LE/kg)</td>
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<td></td>
<td>Waste Picker at the Granville disposal site (LE/kg)</td>
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<td></td>
<td>Sogi Scrap Yard (Eastern Part) (LE/kg)</td>
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<td></td>
<td>Ram (LE/kg)</td>
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<tr>
<td></td>
<td>Kadco &amp; scrap dealer (LE/kg)</td>
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<tr>
<th>Material</th>
<th>Prices for waste material from different sources of trade</th>
<th>Country destination</th>
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<tbody>
<tr>
<td>Paper &amp; cardboard</td>
<td>5000/Load</td>
<td></td>
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<tr>
<td>Iron</td>
<td>200</td>
<td>800-1,000</td>
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<tr>
<td>Aluminim</td>
<td>1,000</td>
<td>5,000</td>
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<tr>
<td>Copper</td>
<td>19,000</td>
<td>20,000</td>
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</tbody>
</table>

39 Osman Kamara, President of Grandville Brooke Dumpsite Scavenger Association, 2012
40 Ibrahim and Saliu, waste pickers at Granville Brook disposal site, 2012
41 Osman Kamara, President of Kingtom Dumpsite Scavenger Association, 2012. NEED DAY AND MONTH TOO Personal communication.
42 Kan, Sogi Scrap Yard employee, NEED DAY AND MONTH TOO 2012
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<th>Kadco &amp; scrap dealer (LE/kg)</th>
<th>Country destination</th>
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<tr>
<td>Lead from energy accumulator</td>
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<td></td>
<td></td>
<td>3,000</td>
<td></td>
<td></td>
<td>Countries Asia</td>
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<tr>
<td>Brass</td>
<td></td>
<td>10,000</td>
<td></td>
<td>12,000</td>
<td>10,000</td>
<td></td>
<td>India</td>
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<tr>
<td>Big plastic bottles</td>
<td></td>
<td>700</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>China</td>
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<tr>
<td>Small plastic bottles</td>
<td></td>
<td>500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>China</td>
</tr>
<tr>
<td>Unbroken Glass bottles</td>
<td></td>
<td>100</td>
<td></td>
<td>(5000/24 bottles)</td>
<td></td>
<td></td>
<td>Sierra Leone, Kadco</td>
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<tr>
<td>Slippers</td>
<td></td>
<td>500</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Guinea</td>
</tr>
<tr>
<td>Plastic sachets</td>
<td></td>
<td>200</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Guinea</td>
</tr>
<tr>
<td>Textiles</td>
<td></td>
<td>For personal use</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Sierra Leone</td>
</tr>
</tbody>
</table>

In the brief survey done, it was found that for example, the Sogi Scrap Yard near the Granville Brook site has its main office in Hong Kong and buys only iron which is then shipped to India, China, Vietnam and Thailand. Two other metal scrap dealers, one near Kingtom and another near Granville Brook, also said that most of the materials go to Asia, the latter specifying that the company ships 4-5 containers a month to India. Unbroken bottles are being collected for re-use by the brewery Kadco but broken ones are thrown back into the Kingtom disposal site. An estimated 6 to 7 other metal scrap yards can be found in Freetown.

Paper and cardboard is also collected for recycling but it was not possible, during this brief visit, to find who the buyers are and the prices paid. The only value given was by the residents of Grey Bush who said that the buyer pays 5000 LE per load, but could not specify the weight of the load.

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43 B.G.Seisay and Sunil Ramachandani. Scrap and glass warehouses, 2012
2.3 Institutional context

2.3.1 Historical facts

The management of Freetown’s waste is a history of institutional trials. In 1987, the Ministry of Health and Sanitation was formed and gave the responsibility of waste management to the Public Health Unit under its Environmental Health Division (EHD)\textsuperscript{44,45,46}.

In May 2003, the Ministry of Youth and Sports (MoYS) became responsible for managing the city’s waste. The decision to do so was based on the assumption that it would create an ideal enabling environment to partially tackle unemployment, drug abuse and the homelessness of the vast numbers of unemployed youth in the city.

In 2005, the responsibility of waste management of Freetown was transferred to Freetown City Council (FCC), along with 35-40 million Leones per year from the government for waste collection, transport and disposal, but the Council could not manage the generated waste up to the desired standards.

In 2008, Freetown Waste Management Company (FWMC), a private company, started operations with financial support from the World Bank. The idea of the privatisation process came after a study done in 2004, which recommended that waste collection be taken from the FCC and given to the FWMC. During this process GIZ (former GTZ) provided financial support for equipment, salaries for workers, maintenance and administrative costs. GIZ also worked with 42 youth groups that had been actively involved in public and door-to-door-collection. GIZ support for private sector development was to promote health, a cleaner environment and employment for hundreds of marginalised youth.

2.3.2 Present Institutional Context

According to the document “Context of WASH in Sierra Leone” the responsibilities of different Ministries with regard to sanitation and waste management are as follows\textsuperscript{47}.

The Ministry of Health and Sanitation (MoHS) oversees policy formulation and other national level processes around sanitation and waste management, including the efforts to draft a comprehensive Waste Management Policy (which is expected to be reviewed before approval).

The Ministry of Finance and Economic Development (MoFED) plays a central role in WASH sector financing by providing the resources necessary for MEWR, MoHS and MLGRD to realise the strategic priorities which they have set\textsuperscript{48}.

\textsuperscript{45} Anonymous. Document provided by Thomas Amara, MoHS. 2012. Personal communication.
\textsuperscript{46} Wilfred Famakoni, Saffa Saidu and Thomas Amara, Ministry of Health and Sanitation, 2012. Personal communication.
The Ministry of Local Government and Rural Development (MLGRD), following the 2004 Local Government Act, oversees the decentralisation process and is responsible for the service delivery mandated to the 19 Sierra Leone Local Councils. To date MLGRD has played a weak role in facilitating decentralisation reform partly due to the overlap in responsibilities with the Decentralisation Secretariat (DecSec) of MoFED.

The National Health Sector Strategic Plan 2010 - 2015 gives the responsibility to the District Health Management Team (DHMT) for the overall planning, implementation, coordination, monitoring and evaluation of the district health services\textsuperscript{49}.

Officials at the MoHS, FCC and FWMC, however stated that FCC is currently in charge of managing solid waste in Freetown under the supervision of MLGRD with financial support from the MoFED. This is different than expected from the institutional context described above and a transfer of roles and responsibilities appears to have taken place on the basis of verbal agreements as a way to solve the most immediate and urgent challenges\textsuperscript{50}.

Arrangements are also being put in place by the Central Government to privatise waste management activities, but its status and the model were unclear at the time of the visit\textsuperscript{51,52,53}. However, it was reported in the local media that the Government of Sierra Leone, through the Ministry of Local Government, had signed an agreement with Masada Energy International-Sierra Leone, LLC to collect, manage, and convert the country’s municipal solid and liquid waste into renewable fuels\textsuperscript{54}. In Sierra Leone, Masada will implement its “strategic and immediate Waste Collection Agreement” in the greater Freetown area immediately and will create a commercially viable waste collection system that will be valued by Masada’s customers\textsuperscript{55}.

\textsuperscript{49} Anonymous. Document provided by Thomas Amara, MoHS. 2012, personal communication
\textsuperscript{51} Abdul Karim Marah and Mohamed M. Kamara, Freetown City Council, 2012. Personal communication.
\textsuperscript{54} The electronic newspaper “Sierra Express Media” reported on 9\textsuperscript{th} of November 2012 that this had been signed on 28\textsuperscript{th} September 2012.
\textsuperscript{55} http://www.sierraexpressmedia.com/archives/50112
3 METHODOLOGY

This chapter briefly describes the methodology used, in connection with the ToR given to WASTE by the Urban WASH Consortium (Annex 1). A programme schedule (Annex 3) and full log of the field visit can be found (Annex 4).

The Integrated Sustainable Waste Management (ISWM) Model has been used to analyse the three important dimensions that it acknowledges: (1) stakeholders that have an interest in solid waste management; (2) the elements or stages of the movement or flow of materials from the generation points towards treatment and final disposal and (3) the aspects or “lenses” through which the system is analysed. The present work is set within an adapted ISWM framework (Figure 1). The elements of the waste management systems are described in terms of waste generation and separation, collection, transfer and transport, treatment, recycling and final disposal56.

![Integrated Sustainable Waste Management Model](image)

**Figure 2. The Integrated Sustainable Waste Management Model.**

*Source: Putting ISWM to Practice, 2004*

3.1 Target outputs

A Situational Analysis report containing the following:

a. Specific, implementable strategies and recommendations to be undertaken by each stakeholder, especially community models, for integrated, sustainable waste

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management which promotes community, government and private sector involvement and engagement of different stakeholder mandates at community, district and national levels; Recommendations detailing the role of the NGOs and what can be feasibly accomplished, considering and clearly demonstrating linkages and integration as regards sensitization and behaviour change at the community-level

b. Disaster risk reduction and mitigation of public health threats
c. Effective collection, transfer and transport
d. Effective management and monitoring
e. Maximize composting and recycling

Relevant annexes including documentation of consulted stakeholders

A presentation for consortium members summarising the outcomes of the situation analysis

3.2 Team composition

The team comprised Juliana Lahai, Community Development Officer, at Concern Worldwide, Lilliana Abarca and Verele de Vrede, solid waste advisers at WASTE, the Netherlands.

3.3 Data gathering methods used

The situation analysis has used primary and secondary data sources. Different methods were used to triangulate the information.

1. A desk review of existing worldwide community-based solid waste management initiatives with possible relevance to the urban slum context of Sierra Leone.

2. A review of existing sector, strategy and policy documents on waste management in Sierra Leone, including the following documents provided by the Coordinator of the WASH Consortium of Sierra Leone.
   a. A brief overview of the Consortium
   b. Context of WASH Sierra Leone
   d. Urban WASH Consortium KAP Report

3. Consultations with key stakeholders including all consortium agencies, community structures and representatives (chief, councillors, Ward Development Committee, Health Management Committees, WASH committees), officials of the Ministry of Health and Sanitation, Freetown City Council, Freetown Waste Management Company and other relevant actors in the waste management sector in Freetown and other large cities of Sierra Leone.

4. Focus Group discussions and key informant interviews with communities to understand their knowledge and practice as regards waste and thus explore feasibility of community models for waste management.

Detailed results can be found in Annex 4.

3.3.1 Group Discussions and Meetings

Households group discussions and households interviews

Group discussions took place in the following four sites, proposed by Consortium Members, as the mission did not permit visiting all 30 intervention areas for the
collection of information: Kuntorloh (hilly area), Mabella (low area), Old Wharf (low area) and Grey Bush.

The meeting at Grey Bush was attended by 15 households (4 young men, and 11 women with two children). In the Kuntorloh area two volunteers from the Management Disaster Committee and two saleswomen from the vegetable market were interviewed, at Old Wharf discussions were held with 4 women members of the community and a collector of plastic sachets for recycling and in Mabella a meeting was held in the health centre in which 1 community mobilizer, 1 youth leader, 1 councillor, 2 blue flag volunteers and a Chairman of the Youth Alliance CYDO were present. Some of the meetings were organised in advance such as Mabella and Kuntorloh while Old Wharf and Grey Bush gathered households at the time of our visit.

The specific objectives of those group discussions and households’ interviews were the following:

1. To obtain their perception regarding waste management in their neighbourhood: what is waste Daily production, composition and storage of waste, collection, transportation, final disposal and collection of recyclable goods practices
2. To identify on-going collection for recycling activities in the community
3. To determine how waste management affects their daily life
4. To discuss opportunities for workable solutions through a Community Based Model. Type of organisation? How could the collection and transportation of waste be done? How often they would like the waste to be collected door to door? Where the waste shall be brought to?
5. To analyse the type of organisation that should be developed and the resources would they need? Who could support their process?

**FCC and FWMC Group discussion**

This meeting had the objectives to:
1. Present some of the mission findings
2. Discuss opportunities for solutions to improve the waste management system of the city
3. Examine opportunities for a workable Community Based Model
4. Introduce basic concepts of Public Private Partnerships

**Presentation for consortium members summarising the outcomes of the situation analysis**

One final meeting aimed to:

1. Present findings of the mission on solid waste management
2. Discuss opportunities for community based solid waste management in Consortium target areas in Freetown
3. Investigate how the Consortium could support communities in improving waste management

**3.3.2 Key Informant Interviews**

More than 40 key informant interviews were held in order to obtain in-depth information on certain issues.
**Governmental members**

Interviews were held with key informants from Freetown City Council, Freetown Waste Management Company and MoHS, to discuss the roles and responsibilities of each their organisations.

**Consortium members**

The team visited a representative of each Consortium member (except Save the Children) to obtain information on their implementation objectives, achievements and observations on solid waste management practices in their target areas. The interviews also covered future intervention models that could enhance solid and liquid waste management practices.

**International NGOs**

Personnel from UNDP, DFID, GIZ and WASH Facility Manager provided information on the waste management issues challenges faced by Freetown city and the projects or programmes that their respective organisations had developed to address them. The interviews also allowed the team to analyse failures and successes experienced during the implementation of the projects or programmes in order to draw conclusions for future interventions.

**Other stakeholders**

The team also interviewed waste pickers, waste buyers, slum dwellers, members of Disaster Committee, Ward Development Committee, Health Management Committee, WASH committee and councillors in order to gather their particular perspectives on solid waste management practices, opportunities for improvement and challenges for the city.

### 3.3.3 On site visits

Site visits aimed at observing situation of waste management in the city and surroundings, interacting with households, staff from FWMC, FCC, informal and formal private contractors, and analysing opportunities for the possible solutions for some of the challenges.

Visits were made to some of the vulnerable areas (Grey Bush, Kuntorloh and its vegetable market, Mabella and Old Wharf), some recyclable dealers yards (Sogi, Ram, Hard Plastic, Kadco bottles and Indian metal yard), two official disposal sites (Granville and Kingtom), and various official and unofficial transfer disposal sites in the city.

### 3.3.4 Quantitative gathering methods

This mission was intended to carry out a baseline analysis of solid waste management in Freetown to determine the opportunities for community-based interventions to improve the lives and livelihoods of households in deprived and vulnerable areas. Qualitative information was gathered from different sources during the visit, based on their own perceptions about the waste management situation and possible solutions. Some quantitative data were also collected such as waste generation rates, collection coverage, fees paid by households for waste collection, tariffs paid at the disposal sites and payment for recyclables.

### 3.4 Limitations encountered

Research on solid waste in Freetown has been conducted quite recently by at least two international organisations: GIZ (former GTZ) and the Lagos Waste Management Association (LAWMA). The last has been supporting FWMC to develop a model for the whole waste management system of Freetown with an inclusive approach that
incorporates low income areas\textsuperscript{57}. Unfortunately these studies were not provided by any of the institutions visited.

4 FINDINGS AND RECOMMENDATIONS

4.1 Findings in brief

4.1.1 National Level

1. Sierra Leone’s urban areas are facing increasing population levels mainly due to rapid urbanization and the City Councils are not able to provide effective and efficient public services such as water supply, sanitation, waste management.

2. With the decentralisation processes that the Government of Sierra Leone (GoSL) is going through, the responsibility of waste management has been handed to City Councils. But this transfer of responsibility has not been supported with technical assistance to strengthen the capacity of these City Councils to provide effective and efficient services.

3. Some cities like Bo and Makeni have gone through waste management modernisation processes, which could provide lessons on successes and failures to other City Councils by the adopted models.

4. MoHS has drafted an Integrated Waste Management Policy and accompanying Guidelines (IWMG) but they need to be revised and then approved by the Government. The revised policy has to lay down clearly what Sierra Leone is aiming for and that this has to be appropriate for the current situation in the various cities. The City Councils in Sierra Leone must understand the implications of the legislation and prepare for its implementation accordingly.

4.1.2 City Level

General

1. Waste management in Freetown is beset by low collection rates, bad treatment practices, illegal disposal sites and under-performing legal dumps – all of which contribute to the significant rise of diseases such as cholera, diarrhoea, malaria in the city.

2. Although effective planning for solid waste management is dependent on the availability reliable data, there is a critical absence of high quality data in relation to waste composition, total waste produced, collected and transported, amounts of recovery and recyclable materials collected and processed, and quantities of waste disposed.

Collection

3. In low-density high income areas, formal and informal door-to-door waste collection services are provided for a fee, which is paid directly by service users to service providers. In low-income areas some informal collection is done, also for a fee, but in a less organised way.

4. Door-to-door collectors are paying a tipping fee to the FWMC for waste disposal either at “transfer stations” or at the two official disposal sites.

5. The umbrella organisation called “Klin Salone” and its members continue to provide waste management and other services although it was not clear how many groups were still providing these services.
Waste pickers

6. Waste pickers play an important but unrecognised role in waste management in Freetown. They represent the foundation of most recycling activities taking place in the city: They recover materials from households, commercial or industrial locations, street bins, containers, communal collection points, vacant lots, and disposal sites.

7. Waste pickers are not seen as economic and highly skilled actors of the socio-technical solid waste and recycling system, and usually have social or political problems and a low social status. Together with low self-image and experience of harassment, these factors make the integration of waste pickers a complex process. GIZ supported the creation of jobs in waste management providing an organisation for youth groups where they were trained in leadership, business and organization and were then able to collect waste from door to door.

8. Waste pickers are collecting recyclables goods which are sold to scrap dealers who aggregate and sell them to intermediaries outside of the country, who process and pack them in industrial quantities for further sale to national and international buyers.

Disposal sites

9. The disposal sites are receiving health care waste: Needles and syringes were observed during the visits.

10. Disposal sites in Freetown charge a gate fee based on trips of incoming waste, but, there is no calculation available to determine whether these fees are cost effective and economical, and the fee is charged only for a fraction of the total waste arriving. This means that there are a lot of revenue leaks at the disposal sites and the FCC or FWMC have to subsidize the operations from other sources of funding, simply because the disposal operations are not fully identified as cost and revenue centres. As a result, the sites are continually under-resourced (there are no weighbridges), maintenance is meagre (equipment available is broken), and breakdowns are not repaired in time.

11. During the final stakeholder meeting FWMC and FCC said that they have been working in the selection of two new disposal sites but the activity had been delayed due to the transfer of waste management responsibilities to a private company. The team is unaware of the present status of these two new sites.

PPPs

12. Public Private Partnership (PPP) is a new model for FCC and FWMC for waste service delivery. It has to be noted that, the City Councils will be responsible for monitoring the performance of the private sector in the future. At this moment they lack technical capacity and human resources to play their role properly. Efforts should be made to create a sustainable institutional capacity within the City Councils.

Various

13. In the peri-urban areas there are clear signs of urban agriculture – which is a possible market for good quality compost as a by-product of organic waste treatment.

14. The announcement shortly after the mission the Government of Sierra Leone signed an agreement with Masada Energy International-Sierra Leone, to collect, manage, and convert the country’s municipal solid and liquid waste into renewable fuels. In Sierra Leone, Masada will implement its "strategic and immediate Waste Collection Agreement” in the greater Freetown area
immediately and will create a commercially viable waste collection system that will be valued by Masada’s customers.
5 RECOMMENDATIONS

This section offers the Urban WASH Consortium several possible activities that could be undertaken to improve the solid waste management situation in their intervention areas. The proposed activities are at the community-level, but it is important to highlight that some other activities are needed at the national-level (e.g., Legislation on Waste Management) and City level (e.g., strategic planning for waste management, reporting and monitoring, institutionalising participation in planning, implementation, monitoring and evaluation and improvements of the disposal sites) to make the community-level activities feasible and successful. It should be noted that without coordination or/and approval of the City Council, initiatives might be pointless.

An overall recommendation for the Urban WASH Consortium would be to make a position available for the responsibility of the incorporation of solid waste management projects in the WASH projects. This recommendation is based on the fact that though the activities in solid waste management are closely linked with sanitation, it is a separate discipline and therefore it needs a dedicated person for the implementation of the activities.

5.1 Community Level

At community level, activities proposed here are defined around a general aspect for behavioural change and two main issues: Service Delivery for livelihoods and Value Chain Business for livelihoods. The purpose of these activities is to ensure that a person or group of people can earn a living from waste management activities, with final positive impacts on education, health and access to food. Service Delivery for livelihoods is the waste management service provided by individuals or organizations to the public including a fee for it, while Value Chain Business for livelihoods is a chain of activities that an individual or organization performs in order to deliver something valuable (product or service).

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<th>Aspect</th>
<th>Activity</th>
<th>Results</th>
<th>Assumptions and Risks</th>
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</table>
| Behavioural change   | Develop a communication plan in a solid and liquid waste management or adjust the | • The Consortium has developed together with the community a Communication Plan (CP) for the project on solid/liquid waste management and funding has been secured for the implementation of the Plan. The objective of the CP is to communicate with the other members of the community about | Assumptions:  
  • The Urban WASH Consortium has included activities around waste management in their community projects.

  Risks: |
| An overview of a Guideline can be |                                                                         |                                                                                               |                                                                                                          |

(Data table continues...)

Waste Management Situational Analysis in Urban WASH Consortium Areas in Freetown  
WASTE, November 2012
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<th>Aspect</th>
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<th>Assumptions and Risks</th>
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<tbody>
<tr>
<td>found in Annex 7</td>
<td>sanitation communication plan by including waste management issues.</td>
<td>the goals of the project to be implemented. For example if the Consortium decided to focus on collection and transport of waste, the goals would be: organising a community group for collection and transport, developing a collection fee, defining the type of vehicles for the transportation of waste, arranging the permits for the disposal of the waste, and training the group on planning and managerial issues.</td>
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<tr>
<td>Example: Amasya, Bitlis and Küthaya, Turkey. Annex 9 offers one of these reports.</td>
<td></td>
<td></td>
<td>• Community is not willing to participate. • Funding not secure for the Plan.</td>
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The Consortium has identified, in the area where the project is going to be implemented, existing structures/platforms e.g. the WDC, HMC, WASH Committees and already existing structures working in waste management in the community that can support the development of CP.

Some members of the Community together with the Consortium members have agreed on the composition of a committee (CPC), most probably an already existing committee willing to take up the responsibility to develop the CP. The CPC should be composed by Community and Consortium members.

CPC together with other stakeholders (e.g. religious leaders, community leaders, young students, women’s groups) have collected information related to motivators and barriers that might increase or hinder the effectiveness of the project. The gathered information will help to develop a strategy that includes these findings.

CPC has developed a communication plan and...
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<th>Aspect</th>
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<th>Results</th>
<th>Assumptions and Risks</th>
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<tbody>
<tr>
<td>Institutionalising participation in planning, implementation, monitoring and evaluation</td>
<td>Community Mobilisation Plan, to start with the planned waste management activities.</td>
<td>• CPC has included a Community Mobilisation Plan (CMP) as part of the Communication Plan.</td>
<td>Assumptions: • A communication plan has been realised and the activities have been clearly laid out.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• CPC implements Community Mobilisation Plan by engaging with the identified target groups on the roles that they can play in the project. E.g. schools, youth employment groups, radio, households and the like.</td>
<td>Risks: • Funding not secured for the Community Mobilisation Plan.</td>
</tr>
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<td></td>
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<td>• As part of the CMP the CPC has developed a capacity development plan (CDP). The objectives of this plan is to train the trainers or the personnel supporting the mobilisation plan. These persons will train the community in order to accelerate the changes in habits and attitudes towards waste management.</td>
<td></td>
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<td></td>
<td></td>
<td>• CPC has set up indicators to monitor and evaluate</td>
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</table>
### Aspect | Activity | Results | Assumptions and Risks
--- | --- | --- | ---
**Service Delivery for livelihoods**

| Community Based Solid Waste Model | Setting up or re-establishing the Community Based collection and transport of solid waste in the selected intervention areas. | Communication, mobilisation and capacity development plan has been realised and is being implemented (see above).  
- Consortium has proposed for some pilot areas a door-to-door collection and transport of waste to a funding organisation.  
- Consortium has discussed their project with FCC/FWMC/new private sector^{58} responsible for waste management in order to analyse the opportunity for the proposed project to be implemented.  
- Consortium identified members of community interested in organising a group for the collection and transport of solid waste, this would be in most cases a group wanting to start a business and in some cases these groups already exist, but need some support to improve their services.  
- Consortium analysed together with some community members: number of households to be served, willingness and possibilities to pay for the service, collection frequency, type of equipment to be used, number of members needed for the | Assumptions:  
- The Community Mobilisation Plan has assisted in creating willingness to pay for door-to-door collection.  
- Former providers of waste collection participate in the service delivery or not jeopardise the service being provided.  
| Risks:  
- Population wants other service provider.  
- Change of decision makers at FCC or FWMC  
- FCC/FWMC decision makers not committed to the project.  
- Funding for the project not secure.  
- Lack of expertise in waste management by implementers.  
- Inhabitants against “transfer

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^{58} Unclear at this moment, who will be responsible for waste management in the near future. At the moment of finalising this report, information came through indicating that the responsibility of waste management has been given to MASADA, a private USA operator.
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<th>Assumptions and Risks</th>
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</table>
| management-in-latin-america.   |                                                                           | collection and transport of the waste and other issues that are to be covered by the project.  
- Consortium together with organised group discusses issues related to type of equipment to be used. It is important to analyse the topography of the area where the project is going to take place. Definition of equipment for collection and transport must be done.  
- Agreement between FCC, or FWMC or new private enterprise and organised group has been made. Consortium facilitated the conversations between FCC/FWMC/new private operator and organised group for signing an agreement in which the organised groups are allowed to collect waste, charge an agreed upon fee for it and transport of waste to a transfer station where FCC will collect it to bring it to final disposal site.  
- FCC included in the Annual Plan the activities of the organised groups. The objective is to have the community based activities totally formalised into the Solid Waste Management Plan of the City.  
- The Consortium has played the role of supporting with funding, coordination, capacity development, backstopping the community based collection and transport groups.  
- FCC/FWMC not collecting waste at “transfer station”.  
- FCC/FWMC lack of financial resources for equipment and infrastructure to manage waste.  
- Insecurity in the area while collecting waste management fees.  
- Fee setting is not clear within the service provider organisation.  
- Lack of management skills by the service provider administrator.  
- Lack of infrastructure and equipment by the service provider.  |                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                         |
|                               |                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                         |
| Development of Pro Poor Public Private Partnerships for Service Delivery with existing actors in waste management | Analysing the existing Informal sector with the aim to integrate the Informal Recyclers in                                                                 | - The Consortium has discussed with Scavenger Dumpsite Association the successes and failures of the projects they have participated in. Based on the results the Consortium builds a project for the inclusion of the informal sector (waste pickers) into the formal waste management system.  
- Consortium has worked with the informal sector in station”.  
- The new private service provider (MASADA) is willing to integrate the informal recyclers into the formal approved by FCC system.  
- The legislation ensures the inclusion of the informal sector.  |                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                         |
## Waste Management Situational Analysis in Urban WASH Consortium Areas in Freetown

**WASTE, November 2012**

**Example: website:**  
[www.wiego.org](http://www.wiego.org)

**See also Annex 9: PPP Factsheet Malawi**

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<th>Results</th>
<th>Assumptions and Risks</th>
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</table>
|        | Formal Waste Management Systems | capacity strengthening to understand their own economic relationship to the recycling system, their business models, their profits and losses, and is able to make a SWOT analysis of their own situation.  
- FCC/FWMC/private sector* and waste picker associations have signed an agreement that allows them to work in recovery for recycling activities.  
- The Consortium has studied the niches for the recyclable goods, the local prices, the international prices and opportunities for added value on those materials.  
- Consortium have analysed the informal recyclers’ rights, access to the use of waste materials and right to continue their professions. Consortium and other found stakeholders have advocated for laws and regulations that formalise the activities of the informal sector. This topic is subject of articles in the press and media to create awareness on the population about the activities of the informal sector  
- Police, inspectors both responsible for the compliance of the waste management regulations and private waste operators, landfill operators, Council staff, and recycling companies have had access to capacity and sensitisation trainings. | into formal systems.  
**Risks:**  
- Regulation does not allow the inclusion of the informal sector (waste pickers) into the formal waste management system.  
- FCC/FWMC/private sector interested in recyclable goods. |

### Value Chain Business for livelihoods

| Market analysis for artisanal products for local markets | Support small scale waste management enterprises | Consortium identified entrepreneurs such as organised waste pickers, small scale dealers of recovered material, door to door waste collectors, small scale enterprises and alike. These | Assumptions:  
- The Consortium found new business opportunities in waste management activities. |

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Waste Management Situational Analysis in Urban WASH Consortium Areas in Freetown WASTE, November 2012
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<tr>
<td></td>
<td>entrepreneurs see the economic opportunity in the waste streams such as paper and cardboard, plastic, glass, metal and others for the creation of new businesses.</td>
<td>The Consortium stimulates the start up of the businesses, and helps the entrepreneurs to improve them.</td>
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<tr>
<td></td>
<td>Police, inspectors, private waste operator, landfill operators, Council staff, and recycling companies have had access to capacity and sensitisation trainings that has created awareness of the opportunities of the inclusion of these activities into the formal waste management system. The Consortium is the interface between the entrepreneurs and these other mentioned stakeholders.</td>
<td>Risks:</td>
<td></td>
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<tr>
<td></td>
<td>Consortium supported them to get organised and determined capacity needs.</td>
<td>Entrepreneurs not interested in participating in capacity development activities.</td>
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<tr>
<td></td>
<td>Consortium provided or facilitated capacity development in different areas such as: market development, accounting systems, financial management and budgets, informal sector integration, composting on a small scale, planning for recycling &amp; valorisation, recycling, composting and management of special wastes, and entrepreneurship development.</td>
<td>Funding not secure for provision of basic equipment and infrastructure.</td>
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<td>Small scale production units are in place, making sellable products taken out of the waste stream</td>
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<td></td>
<td>Consortium has advocated for the inclusion of public policies for the inclusion of these businesses into the formal waste management system.</td>
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<td></td>
<td>FCC/FWMC/private sector* is also supporting by creating conditions and for their tasks to be performed, e.g. drop/off sites where members of associations, cooperatives or alike sort and sell the</td>
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</table>
| Capacity development and capacity strengthening | Organising a Capacity Needs Assessment (CNA)  | - The Consortium has identified major knowledge gaps of community based groups with whom they are working  
- The Consortium supported the analysis of the present situation related to solid waste management and recycling practices  
- The Consortium has identified the capacity gaps influencing current results  
- The Consortium has analysed and prioritised the gaps that need to be covered with a capacity development plan  
- The Consortium has selected the most important ones together with the community and an action plan has been prepared. | Assumptions:  
- Funding available for capacity development.  

Risks:  
- Lack of locally available expertise in topics needed for the well implementation of the project. |
| Entrepreneurship support and capacity development | Capacity development on entrepreneurial skills | - The Consortium has linked with organisations that can provide trainings needed for the development of entrepreneurial skills for target groups. These links can be with universities or research centres at home and abroad  
- The Consortium has facilitated the creation of links with the commercial available sector in Sierra Leone  
- The Consortium has analysed the financial opportunities with micro-financial organisations that can provide funding for the new community enterprises | Assumptions:  
- Expertise locally available in topics needed.  

Risks:  
- Financial sector not willing to support waste management credit lines. |
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<th>Results</th>
<th>Assumptions and Risks</th>
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</table>
| Urban agriculture      | Urban agriculture in the valorisation chain of organic waste             | • Consortium has found opportunities to link waste management activities such as composting and community agriculture. Produced compost can improve the soil fertility better than the mulch which the farmers are using at the moment. The final result is more income for the farmers and an income generating activity in the waste sector.  
  • Consortium, together with agriculture centres, support training community members in the production of compost  
  • Consortium supports compost producers with market research studies | **Assumptions:**  
  • Food producers know about the advantages of compost and fertilizers.  

**Risks:**  
• No market available for compost.  
• Socio-cultural barriers for consumption of products for which compost has been used. |
6 GENERAL CONCLUSIONS

Solid waste management, in general, requires a complex and multi-dimensional system. Freetown has explored different models of service delivery, including youth groups, private contractors and registered informal providers. The city has also tried different modalities of fee collection, such as at the door step by households to contractors or to youth groups, payment by waste collectors to FWMC at the “transfer stations” and disposal sites. These experiences provide enough knowledge to improve the services in areas already served and to open new services for unserved areas. The failures and successes must be captured in order to learn the inherent waste management lessons and to apply them to improve services and to provide new services.

A waste management system is not only about collection and transportation of waste. An effective system also needs to take into account environmental, socio-cultural, legal, institutional and economic aspects in order to function well.

As any other service, solid waste services have a cost. Financial resources are needed to finance skilled personnel, appropriate equipment, right infrastructure and proper operation and maintenance. FCC sees the opportunity to overcome these burdens by creating a Public Private Partnership with a private company that can bring clean finances, innovative ideas, and new technologies and provide employment opportunities for citizens in Freetown. However, FCC must be prepared and capable to set up these service standards, to monitor the performance of the private partner and to regulate the fees charged for different waste services.

Public Private Partnerships do not necessarily benefit the poor and vulnerable citizens unless proper policy directives, regulatory regimes, contractual arrangements with clear poverty reduction objectives and incentives and relevant performance indicators are in place. On the contrary, service delivery improvements may come at the expense of the poor. For example, overall service improvements do not benefit slum areas, while high maintenance machinery may increase efficiency but could reduce employment, and contracting a big company to provide services may result in small-scale formal and informal providers being pushed out.

Sierra Leone’s vulnerable areas have an inefficient waste collection system. Different waste management models can be set up to eliminate adverse health implications, environmental impacts and flooding, but all stakeholders have to be willing to collaborate: the City Council must support the initiatives and while the private sector as well as NGOs and INGOs should help in organising credit for purchasing handcarts and other basic equipment, providing training in business skills, accounting and customer relations and raising the awareness of leaders and citizens.

Finally, it has to be said that proper solid waste management can have a significant and positive impact on the lives, health and surroundings of all urban dwellers, including helping to achieve some of the Millennium Development Goals, generating employment, improving public health and decreasing environmental impacts. This clear link calls for more human and financial resources for solid waste management in order to achieve higher standards and wider coverage in the intervention areas of the Urban WASH Consortium in Freetown.
7 REFERENCES


Anschütz, J., Ijgosse, J, Scheinberg, A., 2004. Putting ISWM to Practice. WASTE, Gouda, the Netherlands


ANNEXES

List of Annexes:

Annex 1. Terms of Reference
Annex 2. Schedule and Log of events
Annex 3. Stakeholders consulted
Annex 5. Presentations to Freetown City Council and the Urban WASH Consortium plus stakeholders
Annex 6: Resume from website Klin Salone
Annex 7: Roadmap for a Waste Communication Strategy
Annex 8: Recommendations for activities on national and city level
ANNEX 1. TERMS OF REFERENCE

Concern Worldwide-Sierra Leone, Freetown INGO Urban WASH Consortium:

Terms of Reference for a Situation Analysis of Solid Waste Management in Freetown

GENERAL INTRODUCTION

Concern Worldwide is a Non-Governmental Organisation dedicated to reduction of suffering and working towards the ultimate elimination of extreme poverty in the world’s poorest countries with Sierra Leone inclusive. The vision of Concern is a world where no one lives in poverty, fear or oppression, where all have access to a decent standard of living and the opportunities and choices essential to a long, healthy and creative life, a world where everyone is treated with dignity and respect.

The Freetown INGO Urban WASH Consortium is made up of five INGOS: Action Contre la Faim (ACF), Concern Worldwide, GOAL Ireland, Oxfam GB and Save the Children UK. These organisations came together in 2009, to support the GoSL in improving the health status of selected vulnerable Freetown urban communities and attain water, sanitation and health Millennium Development Goals (MDGs). The Consortium is currently being funded by DFID for a three year period (Feb 2010 – Jan 2013) to achieve the following outputs:

- **Output 1**: Men, women and children in target Freetown city sections have increased access to, and make optimal use of improved water and sanitation facilities, and take action to protect themselves against threats to public health.
- **Output 2**: Improved capacity of community members in target city sections and of relevant GoSL stakeholders to prepare and respond to localised disasters and disease outbreaks such as cholera
- **Output 3**: Strengthened capacity of relevant stakeholders, including GVWC and FCC, to plan and coordinate the delivery of WASH activities in an accountable and timely manner within wider urban planning
- **Output 4**: Influence WASH sector policy and financing in Sierra Leone based on the right to water and sanitation

As part of this programme of work and feeding into Output 1 and 2 above, Concern Worldwide, has planned to conduct a situation analysis of waste management in Freetown.

PURPOSE OF THE CONSULTANCY

The purpose of this consultancy is to carry out a situation analysis study using both qualitative and quantitative information to examine community solid waste management in the urban and peri-urban areas of Freetown with particular focus on areas targeted by the Urban WASH consortium, summarise findings, and provide feasible, sustainable programming recommendations in a report.
METHODOLOGY

As part of this process it is expected the consultant will:

1. Conduct a desk review of existing community based solid waste management initiatives worldwide with relevance to the urban slum context in Sierra Leone
2. Review existing documents on the waste management sector/strategy policy in Sierra Leone
3. Consult with key stakeholders including all consortium agencies, community representatives and structures (chief, councillors, Ward Development Committee, Health Management Committees, WASH committees) Ministry officials specifically the Ministry of Health & Sanitation, Freetown City Council, Freetown Waste Management and other relevant actors in the waste management sector in Freetown but also in other large cities of Sierra Leone
4. Conduct Focus group Discussion and Key informants interviews with communities to understand their knowledge, attitude and practice as regards waste and thus explore feasibility of community models for waste management
5. Establish the situation as regards to community solid waste management in the areas targeted by the Urban Wash Consortium; review possible existing practices in place in Bo or other large cities in Sierra Leone. The study will seek to explore a mix of representative contexts within urban and peri-urban areas e.g. market area, densely populated, close to the see, with or without road access, etc.
6. Based on compiled information, identify gaps and opportunities
7. Provide feasible, sustainable recommendations as to how the Urban Wash Consortium could contribute to addressing the identified gaps and what its added value could be
8. Analyse the risks and assumptions associated with the recommendations to enable the Urban Wash Consortium to make an informed decision as regards its engagement in community solid waste management

DELIVERABLES

- Situation analysis report of maximum 25 pages, excluding annexes, presenting and analysing the information (both qualitative and quantitative) collected (format to be provided and discussed with the selected consultant)
- Develop specific, implementable strategies and recommendations to be undertaken by each stakeholder, especially community models, for integrated, sustainable waste management which promotes community, Government and private sector involvement and engagement of different stakeholder mandates at community, district and national levels. The focus of these recommendations should detail the role of the NGOs and what can be feasibly accomplished. The recommendations should consider and clearly demonstrate linkages and integration as regards:
  a. Sensitization and behaviour change at the community level
  b. Disaster risk reduction and mitigation of public health threats
  c. Effective collection, transfer and transport
  d. Effective management and monitoring
  e. Maximize composting and recycling
- Relevant annexes including documentation of consulted stakeholders
- A presentation for consortium members summarising the outcomes of the situation analysis
TIMING

Interested applicants are required to provide a full technical and financial proposal as well as a schedule.

The schedule will include the

- Desk based research
- Field work in Sierra Leone (it is anticipated that a minimum of 2 weeks will be needed)
- Presentation of the findings to the Urban Wash Consortium
- Drafting of the report
- Finalisation of the report based on feedback received from Concern Worldwide

The consultancy is expected to take place in September with final report no later than the first week of October.

CONSULTANT PROFILE

- 7-10 years of professional experience with periods spent working or consulting in developing countries
- Knowledge of WASH sector and community solid waste management in particular
- Experience in designing and implementing solid waste management programmes
- Previous experience in collaborating with government authorities and educational institutions

Interested applicants should send an expression of interest including narrative overview of the assignment (including proposed methodology), budget, schedule, CV and references to:

1. Marie Rongeard, Concern Assistant Country Director for Programmes, marie.rongeard@concern.net And
2. Marc Faux, Urban Wash Consortium Coordinator, mfaux@oxfam.org.uk

A writing sample will be required from selected applicants.
## ANNEX 2. SCHEDULE

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Agency to meet</th>
<th>Who</th>
<th>Contacts</th>
<th>Where</th>
<th>Scope</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tue 16 Oct</td>
<td>10.00 - 11.30</td>
<td>Arrival</td>
<td></td>
<td></td>
<td></td>
<td>Due to fog in Paris, arrival one day later</td>
</tr>
<tr>
<td></td>
<td>12.00 - 13.30</td>
<td>FCC</td>
<td>Mr Marah, Development Planning Officer Mr Sorie Kamara, Environmental Sanitation</td>
<td>Mr Marah: 076821156 / 033705168 Sorie A. Kamara: 076-692-468</td>
<td>Freetown City Council, Government Wharf</td>
<td>Overview of FCC’s waste management work, understanding of roles and responsibilities, etc.</td>
</tr>
<tr>
<td></td>
<td>14.30 - 16.00</td>
<td>Freetown Waste Management Company</td>
<td>Sulaiman Parker, Environmental Health Superintendent seconded to FWMC as Acting Manager</td>
<td>Mr Parker: 076604-976 /033-241-300</td>
<td>FWMC, round about, East Freetown</td>
<td>Overview of FWMC’s work, opportunity to ask for visit of King Tom dump and contact of person responsible</td>
</tr>
<tr>
<td>Wed 17 Oct</td>
<td>10.00 - 11.00</td>
<td>DFID</td>
<td>Martin Walshe, Senior Infrastructure Advisor</td>
<td>Mr Walshe: + 232 (0) 76541252</td>
<td>DFID office, Spur Road, Western Freetown</td>
<td>Overview of DFID’s support to the WASH sector + DFID expectations of waste management work in country and for the Consortium</td>
</tr>
<tr>
<td></td>
<td>12.00 - 13.00</td>
<td>UNDP</td>
<td>Sahid Abu Singe, Waste management focal point</td>
<td>Mr Abu Singe: + 232 (0)76676753</td>
<td>UNDP office, Wilkinson Road, Western Freetown</td>
<td>Overview of UNDP’s involvement in waste management</td>
</tr>
<tr>
<td></td>
<td>14.30 - 15.30</td>
<td>GOAL</td>
<td>Ed Ramsay, WASH technical Advisor</td>
<td>Mr Ramsay: 076-894-413</td>
<td>GOAL Office, Ascention Road, Off Congo Cross, Western Freetown</td>
<td>Overview of GOAL’s liquid waste management programme (GOAL has worked with FWMC and on the King Tom dumpsite so useful learning there) + worth considering if you want to meet the manual pit emptiers (NB: liquid waste outside the scope of the study)</td>
</tr>
<tr>
<td>Date</td>
<td>Time</td>
<td>Agency to meet</td>
<td>Who</td>
<td>Contacts</td>
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<tr>
<td>Thu 18 Oct</td>
<td>16.00 - 17.00</td>
<td>ACF</td>
<td>Angelica Fleisher, WASH Advisor</td>
<td>Ms Fleisher: 078485154</td>
<td>ACF office, off Aberdeen Road, Western Freetown</td>
<td>ACF is one of the Consortium members and has done some cash for work solid waste management interventions</td>
</tr>
<tr>
<td></td>
<td>09.00 - 11.00</td>
<td>Concern's office</td>
<td></td>
<td></td>
<td></td>
<td>Desk review and discussion on new appointments to be done</td>
</tr>
<tr>
<td></td>
<td>11.00 - 12.00</td>
<td>Save the Children</td>
<td>Amie Koroma, Urban WASH Programme Manager</td>
<td>Ms Koroma:</td>
<td>Save the Children, King Harman Road (just next to Concern office)</td>
<td>Discussion with Partner organisation</td>
</tr>
<tr>
<td></td>
<td>14.30 - 15.30</td>
<td>Oxfam</td>
<td>Assad Ali, Urban WASH Programme Manager</td>
<td>Mr Ali: 078487309</td>
<td>Oxfam Office, Off Wilkinson Road, Western Freetown</td>
<td>Oxfam has developed ideas around biogas and waste management</td>
</tr>
<tr>
<td></td>
<td>16.00 - 18.00</td>
<td>ASI WASH Facility</td>
<td>Will Tillet</td>
<td></td>
<td>Office Will</td>
<td>Time for reflection on opportunities of solid waste management projects</td>
</tr>
<tr>
<td>Fri 19 Oct</td>
<td>09.00 - 10.30</td>
<td>Granville Brooke disposal site</td>
<td>Waste pickers and administrator of the site</td>
<td>Osman Kamara 076713105</td>
<td></td>
<td>Discussion on situation of the disposal site and recovery for recycling activities</td>
</tr>
<tr>
<td>Date</td>
<td>Time</td>
<td>Agency to meet</td>
<td>Who</td>
<td>Contacts</td>
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<td></td>
<td>11.00 - 12.30</td>
<td>MoHS</td>
<td>Wilfred Famakoni, Senior Environmental Health officer, Saffa Saidu, National Unit Head Housing and Vector Control, Thomas Amara, Manager Environmental Health Programme, MoHS</td>
<td>MoHS</td>
<td></td>
<td>Discussion on issues related to policies and present situation of waste management in the country and Freetown</td>
</tr>
<tr>
<td></td>
<td>14.00 - 17.00</td>
<td>Searching for materials for recycling</td>
<td>Visits to organisations buying recyclable goods</td>
<td></td>
<td></td>
<td>Analysis of prices and markets for recyclable goods</td>
</tr>
<tr>
<td>Sat 20 Oct</td>
<td>Morning and afternoon</td>
<td>MoHS</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Sun 21 Oct</td>
<td>08.00 - 09.00</td>
<td>Chaille'sco waste collection company</td>
<td>Workers providing the service on door to door collection and transfer station collection</td>
<td>Analysis of collection rates, areas, collection methods and disposal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mon 22 Oct</td>
<td>10.00 - 11.00</td>
<td>Visit Granville Brooke disposal site</td>
<td></td>
<td>Analysis of the state of the disposal site, type of fence, where leachate goes to and surroundings</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>11.00 - 12.30</td>
<td>Visit to Kuntorloh area</td>
<td>Members of Management Disaster Committee</td>
<td>Analysis of opportunities for waste management in the neighbourhood</td>
<td></td>
<td></td>
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<tr>
<td>Date</td>
<td>Time</td>
<td>Agency to meet</td>
<td>Who</td>
<td>Contacts</td>
<td>Where</td>
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<tr>
<td>12.30 - 13.00</td>
<td>Visit to market Kuntorloh area</td>
<td>Sellers of the market</td>
<td></td>
<td></td>
<td></td>
<td>Analysis of final destination of market waste</td>
</tr>
<tr>
<td>14.00 - 15.30</td>
<td>Visit to Old Wharf area</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Analysis of state of waste management and opportunities for community based organisation</td>
</tr>
<tr>
<td>15.30 - 16.00</td>
<td>Visit to hard plastic collection point</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Analysis of plastic recovery and transformation facility</td>
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<tr>
<td>16.00 - 17.00</td>
<td>Visit to Kingtom disposal site</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Analysis of state of the disposal site</td>
</tr>
<tr>
<td>17.00 - 18.00</td>
<td>Visit glass collection point</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Analysis of bottle glass recovery and final disposal of broken glass</td>
</tr>
<tr>
<td>18.00 - 19.30</td>
<td>Meeting UNDP PPP specialist</td>
<td>Giedrius Sabaliauskas,</td>
<td></td>
<td></td>
<td></td>
<td>To explain about PPP presentation on Tuesday to FCC and FWMC and other issues on PPP</td>
</tr>
<tr>
<td>19.30 - 22.00</td>
<td>Meeting Marc Faux</td>
<td>Marc Faux</td>
<td></td>
<td></td>
<td></td>
<td>To report on findings, harmonise ideas and pre-discussion on stakeholder meeting for Thursday</td>
</tr>
<tr>
<td>Tue 23 Oct</td>
<td>09.00 - 10.00</td>
<td>Visit Dumpsite Scavenger Association at Granville Brooke</td>
<td></td>
<td></td>
<td></td>
<td>To collect information about buyers of recyclable goods and also information about Dumpsite Association and state of it</td>
</tr>
<tr>
<td></td>
<td>10.00 - 11.30</td>
<td>Visit to Ram Scrap Yard</td>
<td>Mr. Ram</td>
<td></td>
<td></td>
<td>To discuss type of materials collected, prices paid and final destination</td>
</tr>
<tr>
<td>Date</td>
<td>Time</td>
<td>Agency to meet</td>
<td>Who</td>
<td>Contacts</td>
<td>Where</td>
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<tr>
<td></td>
<td>11.30 - 15.00</td>
<td>Presentation to FCC and FWMC</td>
<td>FCC and FWMC members</td>
<td>FCC office</td>
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<tr>
<td></td>
<td>15.00 - 17.30</td>
<td>Working Concern Office</td>
<td></td>
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<tr>
<td>Wed 24 Oct</td>
<td>09.00 - 11.30</td>
<td>Visit Mabella</td>
<td>Meeting with Ward, Health, Youth Committees, chief and councillors</td>
<td></td>
<td></td>
<td>To discuss challenges on waste management and opportunities for solutions</td>
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<tr>
<td></td>
<td>11.30 - 16.00</td>
<td>Working Concern Office</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>16.30 - 18.00</td>
<td>Meeting Marc and Rosemary</td>
<td>Marc Faux and Rosemary Davis</td>
<td></td>
<td></td>
<td>To update on advances of the research and plan for the stakeholder meeting</td>
</tr>
<tr>
<td>Thu 25 Oct</td>
<td>09.00 - 10.30</td>
<td>Meeting GIZ</td>
<td>Karl-Heinz Eyrich</td>
<td></td>
<td></td>
<td>To investigate former activities of GIZ in relation to waste management in Freetown</td>
</tr>
<tr>
<td></td>
<td>10.30 -14.00</td>
<td>Working on presentation</td>
<td></td>
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<tr>
<td></td>
<td>14.00 - 16.30</td>
<td>Stakeholder meeting</td>
<td>Various</td>
<td></td>
<td></td>
<td>To present findings, discuss ways forward and analyse the opportunities for possible projects</td>
</tr>
<tr>
<td></td>
<td>16.30 - 17.30</td>
<td>Wrapping up Concern Office</td>
<td></td>
<td></td>
<td></td>
<td>To discuss reporting and other final issues</td>
</tr>
<tr>
<td>Fri 26 Oct</td>
<td>Morning</td>
<td>Departure day</td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Afternoon</td>
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</tbody>
</table>
## ANNEX 3. STAKEHOLDERS CONSULTED

<table>
<thead>
<tr>
<th>NO.</th>
<th>Name</th>
<th>Position</th>
<th>Contact details</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Julius R.D. Horton</td>
<td>Environmental, Health and Sanitation Dept, FCC</td>
<td>077639537; 033626176</td>
</tr>
<tr>
<td>2</td>
<td>Abdul karim Marah</td>
<td>Development and Planning Officer, FCC</td>
<td>076821156; 033705768</td>
</tr>
<tr>
<td>3</td>
<td>Mohamed M. Kamara</td>
<td>Transport Officer, FCC</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Sulaiman Zainu Parker</td>
<td>General Manager, FWMC</td>
<td><a href="mailto:parkersulaiman@yahoo.com">parkersulaiman@yahoo.com</a></td>
</tr>
<tr>
<td>5</td>
<td>Edward Shelai Komeh</td>
<td>Adm. Officer, FWMC</td>
<td>077682993</td>
</tr>
<tr>
<td>6</td>
<td>Marianne Bryne</td>
<td>Country Director, Concern Worldwide</td>
<td><a href="mailto:Marianne.bryne@concern.net">Marianne.bryne@concern.net</a></td>
</tr>
<tr>
<td>7</td>
<td>Rosemary Davis</td>
<td>Concern Worldwide, National Health Coordinator</td>
<td><a href="mailto:rosemary.davis@concern.net">rosemary.davis@concern.net</a></td>
</tr>
<tr>
<td>8</td>
<td>Halimatu Massaquoi</td>
<td>Concern Worldwide, Manager of WASH</td>
<td><a href="mailto:Halimatu.massaquoi@concern.net">Halimatu.massaquoi@concern.net</a></td>
</tr>
<tr>
<td>9</td>
<td>Bockarie Musa Younge</td>
<td>Concern Worldwide, Health project officer</td>
<td><a href="mailto:bockarie.musayounge@concern.net">bockarie.musayounge@concern.net</a></td>
</tr>
<tr>
<td>10</td>
<td>John Cooper</td>
<td>Concern Worldwide, Health project officer</td>
<td><a href="mailto:John.cooper@concern.net">John.cooper@concern.net</a></td>
</tr>
<tr>
<td>11</td>
<td>Martin Walsh</td>
<td>Senior Infrastructure Advisor of DFID</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Sahid Abu Dinge</td>
<td>Waste management focal point, UNDP</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Marc Faux</td>
<td>Freetown Urban WASH Consortium Coordinator, Oxfam</td>
<td>+ 232 7890 0067; <a href="mailto:mfaux@oxfam.org.uk">mfaux@oxfam.org.uk</a></td>
</tr>
<tr>
<td>14</td>
<td>Ed Ramsay</td>
<td>WASH Technical Advisor, GOAL</td>
<td>+232 (0)76 89441; <a href="mailto:eramsay@sl.goal.ie">eramsay@sl.goal.ie</a></td>
</tr>
<tr>
<td>15</td>
<td>Angelica Fleisher</td>
<td>WASH Adviser, ACF</td>
<td></td>
</tr>
<tr>
<td>16-31</td>
<td>15 slum dwellers Grey Bush</td>
<td>4 young men and 11 women with 2 children</td>
<td></td>
</tr>
<tr>
<td>32</td>
<td>Assad Ali</td>
<td>Urban WASH Programme Manager, Oxfam</td>
<td>+232 (0)78627621; <a href="mailto:Will.Tillett@adamsmithinternational.com">Will.Tillett@adamsmithinternational.com</a></td>
</tr>
<tr>
<td>33</td>
<td>Will Tillert</td>
<td>WASH Facility Manager</td>
<td><a href="mailto:Will.Tillett@adamsmithinternational.com">Will.Tillett@adamsmithinternational.com</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Office: Ground Floor PSRU Building, No. 8 Wesley Street, Freetown</td>
</tr>
<tr>
<td>NO.</td>
<td>Name</td>
<td>Position</td>
<td>Contact details</td>
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<tr>
<td>34.</td>
<td>Ibrahim, student 15 years old</td>
<td>Metal waste picker at Granville Brooke disposal site</td>
<td></td>
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<tr>
<td>35.</td>
<td>Saliu</td>
<td>Waste picker at Granville Brooke disposal site</td>
<td></td>
</tr>
<tr>
<td>36.</td>
<td>Osman Kamara</td>
<td>President of the Dumpsite Scavenger Association, Granville Brooke disposal site</td>
<td>076713105</td>
</tr>
<tr>
<td>37.</td>
<td>Kan</td>
<td>Sogi Scrap Yard employee</td>
<td>033341602</td>
</tr>
<tr>
<td>38.</td>
<td>Wilfred Famakoni,</td>
<td>Senior Environmental Health officer, MoHS</td>
<td><a href="mailto:famakoni@yahoo.com">famakoni@yahoo.com</a></td>
</tr>
<tr>
<td>39.</td>
<td>Saffa Saidu</td>
<td>National Unit Head Housing and Vector Control, MoHS</td>
<td><a href="mailto:saffasaidu@yahoo.com">saffasaidu@yahoo.com</a></td>
</tr>
<tr>
<td>40.</td>
<td>Thomas Amara</td>
<td>Manager Environmental Health Programme, MoHS</td>
<td><a href="mailto:thomasamara20@yahoo.com">thomasamara20@yahoo.com</a>, 076681957, 033815166</td>
</tr>
<tr>
<td>41.</td>
<td>Ibrahim Karbu</td>
<td>Chaille’sco. Private operator collecting waste door to door</td>
<td>23276633599.</td>
</tr>
<tr>
<td>42.</td>
<td>Geno Komeh</td>
<td>Waste door to door collector</td>
<td></td>
</tr>
<tr>
<td>43.</td>
<td>Abu Bakan Kargbo</td>
<td>Volunteers Management Disaster Committee</td>
<td>077200096/078392645</td>
</tr>
<tr>
<td>44.</td>
<td>Alpha Koroma</td>
<td>Volunteers Management Disaster Committee</td>
<td>078513159/077395077</td>
</tr>
<tr>
<td>45.</td>
<td>Kadiatu Kamara</td>
<td>Soft plastic collector for export</td>
<td>Old Wharf Community</td>
</tr>
<tr>
<td>46.</td>
<td>George Wilson</td>
<td>Hard plastic collector and shredder</td>
<td>078470348</td>
</tr>
<tr>
<td>47.</td>
<td>Benjamin Sesay</td>
<td>Monitoring Officer Kingtom disposal site FWMC</td>
<td></td>
</tr>
<tr>
<td>48.</td>
<td>Mohammed Sesay</td>
<td>Worker at Kingtom disposal site FWMC</td>
<td><a href="mailto:nasmohammed2012@gmail.com">nasmohammed2012@gmail.com</a></td>
</tr>
<tr>
<td>49.</td>
<td>B.G. Seisay</td>
<td>Collection point for glass bottles</td>
<td>033929839</td>
</tr>
<tr>
<td>50.</td>
<td>Sunil Ramchandani</td>
<td>Collection point for metals</td>
<td>076655552</td>
</tr>
<tr>
<td>51.</td>
<td>Giedrius Sabaliauskas</td>
<td>Advisor PPP, UNDP</td>
<td>078214996, <a href="mailto:giedrius.sabaliauskas@undp.org">giedrius.sabaliauskas@undp.org</a>; <a href="mailto:giedrius.sabaliauskas@sipiaw.lt">giedrius.sabaliauskas@sipiaw.lt</a></td>
</tr>
<tr>
<td>52.</td>
<td>Ram and Umar</td>
<td>Ram Scrap Yard</td>
<td>076919194</td>
</tr>
<tr>
<td>53.</td>
<td>Mabinly T. Kamara</td>
<td>Public Health aide FCC</td>
<td>078-940553, 088 288425</td>
</tr>
<tr>
<td>NO.</td>
<td>Name</td>
<td>Position</td>
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<tr>
<td>54</td>
<td>Yusife Mansary</td>
<td>Public Health aide FCC</td>
<td>078 457664</td>
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<td></td>
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<td>077 4945568</td>
</tr>
<tr>
<td>55</td>
<td>Mohamed M. Kamara</td>
<td>Transport Officer FCC</td>
<td>088 731481</td>
</tr>
<tr>
<td>56</td>
<td>Arthur H. Kwesir-John</td>
<td>Deputy Chief Admin</td>
<td>076 783751</td>
</tr>
<tr>
<td>57</td>
<td>Sylvester L. Thomas</td>
<td>RTF-FCC</td>
<td>076 935240</td>
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<tr>
<td></td>
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<td>033 393893</td>
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<tr>
<td>58</td>
<td>Abdul Karim Marak</td>
<td>DFO - FCC</td>
<td>076 821156</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>033 705168</td>
</tr>
<tr>
<td>59</td>
<td>Juliana Lahai</td>
<td>Concern Worldwide</td>
<td></td>
</tr>
<tr>
<td>60</td>
<td>Sorie A Kamans</td>
<td>FCC</td>
<td>076 692468</td>
</tr>
<tr>
<td>61</td>
<td>Issa M. Jalloh</td>
<td>Economist</td>
<td>076 973813</td>
</tr>
<tr>
<td>62</td>
<td>Sulaiman Saima Parker</td>
<td>FWMC</td>
<td>033 241300</td>
</tr>
<tr>
<td>63</td>
<td>John A. Contek</td>
<td>CA – FCC</td>
<td>076 812256</td>
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<tr>
<td>64</td>
<td>Cyril Maffia</td>
<td>PNO NFOP</td>
<td>033 516661</td>
</tr>
<tr>
<td>65</td>
<td>Abdul R. Kamara</td>
<td>HMC community mobilizer. BFV</td>
<td></td>
</tr>
<tr>
<td>66</td>
<td>Hassan Banfura</td>
<td>Youth Leader,</td>
<td>078490405</td>
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<tr>
<td>67</td>
<td>Hassan Sesay Blue</td>
<td>Flag volunteer and teacher. Ward Development Committee</td>
<td>077552643</td>
</tr>
<tr>
<td>68</td>
<td>Abu Assief Khanu,</td>
<td>Councilor</td>
<td>076735884; 077505957</td>
</tr>
<tr>
<td>69</td>
<td>Sulaiman Kamura</td>
<td>Flue Flag volunteer</td>
<td>077592451/31</td>
</tr>
<tr>
<td>70</td>
<td>Gibrill K. Bargura</td>
<td>Chairman Youth Alliance CYDO</td>
<td></td>
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<tr>
<td>71</td>
<td>Karl-Heinz Eyrich</td>
<td>Programme Manager Youth Reintegration, and Employment Promotion Programme</td>
<td><a href="mailto:Karl-heinz.eyrich@giz.de">Karl-heinz.eyrich@giz.de</a></td>
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<td></td>
<td></td>
<td></td>
<td>+232(0)78882113/(0)76716565</td>
</tr>
<tr>
<td>72</td>
<td>Frederick Fabba</td>
<td>Urban WASH PM, Goal Sierra Leone</td>
<td>076804084 <a href="mailto:ffabba@goal.ir">ffabba@goal.ir</a></td>
</tr>
<tr>
<td>73</td>
<td>Today M. Sesay</td>
<td>Operation Officer, FWMC</td>
<td>076944288/088610682</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><a href="mailto:Todaymsesay200@yahoo.com">Todaymsesay200@yahoo.com</a></td>
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<tr>
<td>NO.</td>
<td>Name</td>
<td>Position</td>
<td>Contact details</td>
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<td>74.</td>
<td>Osman Kamara</td>
<td>President Dumpsite Association</td>
<td>076713105</td>
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<tr>
<td>75.</td>
<td>Rosemary Davies</td>
<td>Concern Worldwide, National Health Coordinator</td>
<td>078536729</td>
</tr>
<tr>
<td>76.</td>
<td>Anusha Pisanec</td>
<td>WASH specialist, WSP, World Bank</td>
<td><a href="mailto:Anusa.pisanec@worldbank.org">Anusa.pisanec@worldbank.org</a></td>
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<td>078155154</td>
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<tr>
<td>77.</td>
<td>Verele de Vreede</td>
<td>Information Officer, WASTE</td>
<td><a href="mailto:vdevreede@waste.nl">vdevreede@waste.nl</a></td>
</tr>
<tr>
<td>78.</td>
<td>Marianne Bryne</td>
<td>Country Director, Concern Worldwide</td>
<td><a href="mailto:Mariane.Bryne@concern.net">Mariane.Bryne@concern.net</a></td>
</tr>
<tr>
<td>79.</td>
<td>Claire Seaward</td>
<td>Advocacy Manager, Oxfam</td>
<td><a href="mailto:cseward@oxfam.org.uk">cseward@oxfam.org.uk</a></td>
</tr>
<tr>
<td>80.</td>
<td>Angelica Fleischer</td>
<td>WASH Coordinator, ACF</td>
<td><a href="mailto:wash@sl.missions.acf.org">wash@sl.missions.acf.org</a></td>
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<tr>
<td>82.</td>
<td>Will Tillet</td>
<td>WASH Facility Manager, ASI</td>
<td><a href="mailto:Will.tillet@adamsmithinternational.com">Will.tillet@adamsmithinternational.com</a></td>
</tr>
<tr>
<td>83.</td>
<td>Mabinty Kamara</td>
<td>Public Health, FCC</td>
<td><a href="mailto:Mabintykamara94@yahoo.com">Mabintykamara94@yahoo.com</a></td>
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<td>84.</td>
<td>Sorce Kamara</td>
<td>Environmental Officer, FCC</td>
<td></td>
</tr>
<tr>
<td>85.</td>
<td>Marc Faux</td>
<td>WASH Consortium Coordinator</td>
<td><a href="mailto:mfaux@oxfam.org.uk">mfaux@oxfam.org.uk</a></td>
</tr>
<tr>
<td>86.</td>
<td>Lilliana Abarca</td>
<td>WASTE</td>
<td><a href="mailto:labarca@waste.nl">labarca@waste.nl</a></td>
</tr>
</tbody>
</table>
ANNEX 4. LOG OF MISSION SIERRA LEONE 14–17 OCTOBER 2012

Type up of discussions with people encountered

There were three types of discussions with people encountered. They were:

1. **Slum dwellers.** Juliana from Concern Worldwide introduced herself, the activities of the consortium, and Verele and Lilliana and explained the objectives of the collection of information. Lilliana divided the discussion in three parts:

   - To obtain their perception on waste management issues: what waste is? How much they produce a day? A week? what they are throwing away? How they get rid of it? If they pay for the collection services? To whom? How they are affected by bad practices such as throwing the waste in the water courses, or in the “transfer stations”, among others.
   
   - To investigate what type of solutions they see for their community? Type of organisation? Who could the collection and transportation of was be done? How often they would like the waste to be collected door to door? Where the waste shall be brought to?
   
   - If they consider to be part of such an organisation? What type of resources would they need? Who could support their process?

2. **Consortium members.** They presented what they are doing, implementation areas, challenges, successes, and alike. I explained what I was doing, discussed and agreed on the vulnerable areas where we could do the data collection (4 sites) and determine their needs of information from this study.

3. **Stakeholders** such as DFID, UNDP, WASH Facility Manager, UNDP PPP expert. These meetings had the objective to explain the objectives of this mission, findings, possible interventions and requested feedback about the observations and solutions.

Following is a log of the mission days in Freetown.

**Mission Sierra Leone, 14-17 October, 2012**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>14th. Departure</td>
<td>Missed plane in Paris due to fog and mist. Reschedule for next day via Casablanca and in the evening Freetown</td>
</tr>
<tr>
<td>15th. Departure</td>
<td>During the day reading most of the documents provided, keeping in contact with members of Concern, preparing set of questions for stakeholders</td>
</tr>
<tr>
<td>16th. Arrival</td>
<td>Arrival at Freetown</td>
</tr>
<tr>
<td>Activity</td>
<td>Results</td>
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<tr>
<td>- <strong>Introduction</strong>&lt;br&gt;members of Concern</td>
<td><strong>Juliana Lahai</strong> has been assigned to be my partner during my visit. She explained that she has worked with the community where Concern is developing the WASH programmes. She recognises that one advantage is that the communities are willing to work and change their behaviour. The challenge is to organise them, the time in which they meet is a bottleneck, and sometimes they arrive quite late to meetings. I recommended her to provide prizes to the ones that arrive on time. She is working in the following topics: hand washing, environmental sanitation, personal hygiene, communal toilets, cleaning of toilets, people without toilets use plastic bags and throw them in the ocean or river.</td>
</tr>
</tbody>
</table>
| - Visit to Freetown<br>City Council (FCC) | Present: **Julius R.D. Horton.** Environmental, Health and Sanitation Dept. 077639537; 033626176; **Abdul karim Marah.** Development and Planning Officer. 076821156; 033705768; **Mohamed M. Kamara.** Transport Officer.  
Findings:  
1. Planning Office must be informed of projects to be developed by NGOs in the city.  
2. Ministry gave the task of waste management to FCC but due to lack of resources and being in a descentralization process, the decision was made that some responsibilities were transferred to the Ministry of Local Government and Local Development. Roles and responsibilities not clear stated.  
3. FCC has challenges in terms of equipment, human resources, even employees are not paid due to lack of funding. FCC is weak, it has many needs  
4. FCC would like to explore PPP but they lack information and knowledge on the process for setting up this model  
5. LA offered to make a presentation about PPP models on Tuesday next week |
| - Visit to Freetown<br>Waste Management Company (FWMC) | Present: **Sulaiman Zainu Parker,** General Manager parkersulaiman@yahoo.com; **Edward Shelai Komeh,** Adm. Officer 077682993  
Findings:  
1. There is an USA company (MASANA) interested in getting the waste management contract for the city. I recommended them to explore who the company is? Where do they have running projects? For how long? Ask them about the challenges and failures? Even to ask them for a possibility to visit a running project in which the company is responsible for.  
2. The city produces approximately 1000 Ton/day of mixed waste from 1.8 million inhabitants, 0,5 kg/person/day, 70% organic, collection rate around 40%. No weighing bridge at the 2 disposal sites Granville Brooke and Granville Brooke.  
3. Vehicles and infrastructure: 4 compactors, 2 open tippers (30 Ton), 1 flat bed (15 Ton), 1 tractor (12 Ton). Roads in very bad shape, some very narrow.  
4. Besides FCC, there are two private collection players. They are formal and informal. The formal is collecting in low density high income areas; they charge 10000 LE per container/trip and can do directly the collection of the fee. They are registered and have an identification provided by FWMC. The private collectors pay to FWMC a kind of franchise based on the number of vehicles they have.  
5. The informal or waste pickers, collect door to door. In the past they brought the waste to transfer stations which were daily overloaded and FCWC didn’t get any payment back. This resulted in the need to organise the waste pickers in some kind of cooperative in order to regulate their activities. FWMC knows who they are, what they are doing and provided with stickers |
<table>
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<tr>
<th>Activity</th>
<th>Results</th>
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<tbody>
<tr>
<td></td>
<td>with numbers to put in the push carts. The ones collecting near the disposal sites, can bring the waste there and pay a tipping fee is of 200 – 300 thousand LE a year. The ones collecting far from the disposal sites (10-15 miles) are allowed to bring it to the transfer stations where they pay a tipping fee of 200-300 thousand LE a month and they make around 2-3 trips a day.</td>
</tr>
<tr>
<td>6.</td>
<td>The city also has push carts operated by FCWM employees</td>
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<tr>
<td>7.</td>
<td>There is nobody collecting in the poor neighbourhoods. There are 65 legal transfer stations but illegal disposal sites are around 500. Most of them in the eastern part of the city (70-75%).</td>
</tr>
<tr>
<td>8.</td>
<td>I explained some of the models. Pro Poor PPP, collection door to door with a transfer station assigned by FWMC, etc. He informed that these ideas have been considered in the models they are thinking for the city.</td>
</tr>
<tr>
<td>9.</td>
<td>He also explained that experts from Lagos Waste Management (LAWMA) Nigeria, have been helping them to conceive the optimal models for the city. They have already visited them, they have come to visit here and they have a plan of activities and models. He considered that the models I was talking about fit very well with what they have in mind to develop. He was invited to the presentation on Tuesday at FCC.</td>
</tr>
<tr>
<td>17th</td>
<td>Visit office Concern</td>
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<tr>
<td></td>
<td>I met shortly director Marianne Bryne in which we introduced ourselves</td>
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<tr>
<td></td>
<td>I met Rosemary Davis, Halimatu Massaquoi, Bockarie Musa Younge, John Cooper. I discussed findings of yesterday and the need to: define our priority areas, define a day to have a meeting with some members of the WASH committees in those areas in order to understand the sw situation and their perception of their problems, to collect information about solutions based on their own knowledge, etc. The decision about the areas and time for the meetings will be done during the lunch of today with Rosemary and Mark.</td>
</tr>
<tr>
<td>- Visit to DFID office</td>
<td>Meeting with Martin Walsh, Senior Infrastructure Advisor of DFID. In the meeting I shared ideas of what I am doing here: assessment and looking for opportunities of solutions which are community based. I informed of findings: MASADA company, information I got from the CC and FWMC, and the challenges and risks. We shared the same feelings about the risks ahead of investing in solutions while the CC is thinking to give a contract to MASADA but my position is to build up on what we know at the moment and not on ideas that might not concretise.</td>
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<tr>
<td></td>
<td>He also explained that GIZ had done a big study for Freetown and had done implementation activities but it seems that most of it has failed. I promised to request Sandra Spies from GIZ information about it since it is not available at the CC.</td>
</tr>
<tr>
<td></td>
<td>He also explained that the Ministry of Health and Sanitation is responsible for the policy formulation and monitoring of sanitation and waste management. In the decentralisation process they have made the Ministry of Local Government and Development responsible for service delivery, which waste management belongs to. The Ministry of Finance and Economic Development is responsible for providing resources and there is a conflict between the roles and responsibilities of both ministries.</td>
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<tr>
<td></td>
<td>I explained that Tuesday mid-day I will make a presentation to CC and FWMC about PPP and opportunities of setting up pilot projects that can be upscale.</td>
</tr>
<tr>
<td>- Visit to UNDP office</td>
<td>Meeting with Sahid Abu Dinge, waste management focal point. Findings:</td>
</tr>
<tr>
<td></td>
<td>1. UNDP has assisted in developing the Granville Brooke disposal site together with DFID, GIZ and UNDP in 2008. They have also supported the solid waste management plans for Bo, Makeni, Kenema, Koidu and Bonthe City Councils. Freetown was out of</td>
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<tr>
<td>Activity</td>
<td>Results</td>
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<tr>
<td>this scope due to the complexity of the city and the size. They would have included it if there would have been a feasibility study on waste management for the city.</td>
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<tr>
<td>2. UNDP has worked in waste management and land management since they consider both are close related issues. But also both are political and social issues.</td>
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<tr>
<td>3. In 2008-2010 a solid waste management programme started in Bo and Makeni. These two cities were chosen due to the interest of the Councils as local partners for the programme. One World Link (UK based organisation) supported the creation of capacity; operators were trained, brought expertise on waste management and local governance and created capacity to the Councils. UNDP provided equipment and connected the municipalities with a local subsidiary for their maintenance. The objectives of UNDP were linked to the Waste Management Act which gave the responsibility of waste management to the municipalities but they were not prepared for such tasks. The results can be summarised in equipment, staff trained, local Council knowledgeable on waste management and governance and the community is ready to pay fees for waste management.</td>
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<tr>
<td>4. Bo is expanding due to mining companies and agriculture business increasing. Bo has responded to the call for the WASH Facility Funding programme. They had an evaluation of the implementation of the project and there are several recommendations which they want to take up as part of this funding. They also want to upscale the activities, replicate the positive results in other areas, they want to get further training in issues related to performance of waste management, they want to develop a national campaign for waste management which allows people to be informed about the danger of bad waste management practices. They are interested in the application of two concepts: user fee in place and to buy waste from the community.</td>
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<tr>
<td>5. A consultant from WHO has developed and Integrated Waste Management Policy which needs to be rolled out. There is also the need to inform the other municipalities about these laws.</td>
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<tr>
<td>6. In relation to Freetown, before the war it was a beautiful city. But due to the displacement of rural people due to the war, the city grew in an unplanned way. Late 60 beginning of 70 there was a door to door collection, there were collection points or transfer stations, but things worsened with the big migration from the rural areas into the capital city.</td>
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<tr>
<td>7. He agrees that there is confusion on roles and responsibilities of the different parties involved in waste management. The City Council can provide the service due to the great amount of waste generated, unskilled labours, bad roads, the quality of the service is bad. Therefore, the responsibilities were transferred to the Ministry of Local Government and Development. The City Council is getting finances for waste management but nobody knows where the funding is going to.</td>
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<tr>
<td>8. I explained about the possibility that UNDP supports Freetown City Council through PPP SD in creating capacity for negotiation for PPP projects. He explained that there is already an expert provided by UNDP sitting at the State House whom is advising the government on PPP issues.</td>
<td></td>
</tr>
<tr>
<td>- Meeting with Concern and CCU</td>
<td>Meeting with Marc Faux and Rosemary Davis. The meeting was about harmonisation of ideas, expectations and common understandings. <strong>Decisions:</strong></td>
</tr>
<tr>
<td>1. Marc would like to have a clear picture of the roles and responsibilities of the different governmental stakeholders</td>
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<tr>
<td>2. 30 slums are too many. I suggested concentrating in some of them in order to get data that can be useful for the planning. The proposed areas are: Kuntorloh (hilly area), Susan's Bay and Mabella (low area). Proposed by ACF Bottom Oku, Pamurunko and Old Wharf.</td>
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<td>Activity</td>
<td>Results</td>
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<tr>
<td>3. The focus will be community based with a focus in the low income areas (Pro-Poor) 4. Lilliana will be on a regular bases reporting in order to harmonise their needs of information and findings and potential approaches to follow 5. Next meeting will be Friday at the end of the afternoon. LA will prepare a set findings and ways to go</td>
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</table>
| - Meeting GOAL Meeting with **Ed Ramsay**, WASH Technical Advisor. He made a presentation on what they are doing which is focus on pit emptiers and transportable liquid waste storage systems. They have a pilot project which started 1 year ago. They did research of current situation related to night soil collection. They found out there are two systems: manual and mechanical emptiers. Marc has the report. Goal found out there are 8 groups composed of approximately 8 persons each, most of the work is inside of the city but also some do work outside of it. They are emptying, transporting to the Granville Brooke disposal site. They are not looking into treatment and re-use. They are working with pumping equipment and the group is satisfied with the results. The equipment works well. Besides, they have designed two temporarily transfer stations: one fixed and the other movable. I explained about what WASTE is doing and he is very much interested in getting information about it.  
To the question of on which slums to concentrate? He agreed with the ones proposed by Concern.  
**Decision:** he will send the presentation and I will send him materials as soon as I am back to NL. If Verele comes, I would ask her to bring the movies. | |
| - Meeting ACF Meeting with **Angelica Fleisher**, WASH Adviser. She explained the working areas where they are implementing a project about household water treatment kits and menstrual hygiene.  
The intervention areas are: Mamba Ridge, Kissy Bye Pass (1 and 2), Pamarunko, Kissy Shell, Bottom Oku and due to the cholera situation George Brook and Dwarzak might enter the project.  
They have done some unsustainable clean up campaigns, but the areas where the activity took place become dirty again in a short time. She considers that the approach must have not been the right one. These activities have been done under the approach of Cash for Work.  
She agrees with the approach to work on waste collection at the low income community level and she would like to understand how much the communities are willing to pay for the collection of waste.  
She proposed other areas in the coastal areas to be included in the data collection: Bottom Oku, Pamurunko and Old Wharf. LA will discuss with Juliana the communities that can be participate in the data collection exercise.  
I promised to send her some documentation on how to follow recycling chains. | |
<p>| 18th Meeting Save the Children Meeting didn’t take place. The person was not available. | |</p>
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| Visit to Grey Bush  | Due to the free time, Juliana and I decided to go to Grey Bush. Around 15 slum dwellers were present, 4 young men and rest women with 2 children. We started with 4 members and the other ones joined during the meeting. Names were no collected.  
Findings:  
1. Waste is collected by individuals, whom take it to the legal or illegal disposal site; activity takes place in the mornings. Usually they pay 8000 LE a week for this service. Most of the collectors are teenagers of around 15-16 years old.  
2. They are aware that some people are collecting hard and soft (high and low density) plastics, paper, metals, cans, cardbox. Some people pay 2000 LE for a dozen of big plastic bottles and 1000 LE for the small ones, for the soft plastic bags they pay 10000 LE for a 50 kg size bag, 5000 LE for a load of paper. The people paying for this are middle men living outside of the place where they live. They don’t know prices of other materials.  
3. They understand that bad waste (liquid and solid) waste management is affecting their health and their children because of pollution of water and worms on the ground. Besides they live on the low lands and are affected by the waste produced up in the hills especially during the rainy season due to flooding.  
4. Solutions to the problems proposed are: legislation, enforcement of the law, collection door to door.  
5. The amount of inhabitants in this area is 16000 HH. They will be willing to pay for waste collection.  
6. Also they will be interested in the creation of small businesses since they are jobless and desperate to have one. They could collect 3 times a week and the children could be taken care of by their other family members. |
| - Meeting Oxfam     | Meeting with Assad Ali, Urban WASH Programme Manager. I explained what I am doing here. He explained that Oxfam is leading this Consortium. Oxfam is interested in 5 city sections out of the 30 the consortium is working at. They are working in rehabilitation of wells, construction and reparation of latrines, ecological sanitation. They have built communal latrines for 4-5 HH. They are piloting ecological sanitation in which the liquids are placed in a soak pit. They support monthly cleaning up campaigns.  
He expects to see in my report appropriate solid waste management solutions with different type of scenarios.  
They are also exploring biogas production. I provided contact with BSP. |
| - Meeting ASI WASH Facility | Meeting Will Tillet. He explained about the two different types of support they are providing to Sierra Leone: Technical support and WASH Facility projects. The funding comes from DFID. UNDP has been very active in solid waste management issues. They have supported projects in Bo and Makeni but some of the projects didn’t provide the results expected, a reason could be too much hardware and hardly software).  
He would like to see in the report that the benefits and the learning out of this mission can be shared with Bo City Council and vice versa.  
I promised to send the name of the contact person from Royal Haskoning and from the Rebel Group.  
I also promised to go through the ToR and to come with a different working model. |
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| 19th Visit to Granville Brooke disposal site | - Talk with Saliu, student 15 years old, he collects metals.  
- **Osman Kamara** (phone 076713105). President of the Dumpsite Scavenger Association, originated with support of GIZ up to 2008, the "Club" was composed by 25 members: 2 women and 23 men, remaining in the association only 7 members. They live in the dumpsite. They get paid by FWMC 330000 LE/month.  
- Prices of materials at disposal site: iron (200 LE/kg), aluminium (1000 LE/kg), copper (19000 LE/kg), brass (10000 LE/kg), big plastic bottles (700 LE/kg), small plastic bottles (500 LE/kg), glass (100 LE/kg), slippers (500 LE/kg) which are fixed and re-sold and textiles.  
- The materials are sold at the site but the scrap yards are near the disposal site.  
- Sogi Scrap Yard buys only iron which is shipped to India, China, Vietnam and Thailand. The main company’s office is in Hong Kong. **Kan** (033341602) whom provided the information explained that he doesn’t know the prices for which the materials are sold in the international market. |
| Environmental Health Division MoHS, Environmental Health Division, District Health Management Team, Western Area | Meeting with: Wilfred Famakoni, Senior Environmental Health officer, famakoni@yahoo.com; 088818414; Saffa Saidu, National Unit Head Housing and Vector Control saffasaidu@yahoo.com; 076795545; **Thomas Amara**, Manager Environmental Health Programme, thomasamara20@yahoo.com, 076681957, 033815166.  
They provided information about the Ministry which is divided in 6 Units: waste management, housing and vector control, water and sanitation, occupational health and food hygiene.  
Waste management has been decentralised to 6 City Councils for the implementation of the activities. The funding is provided by the Ministry of Finance and Economic Development. The MoHS has the responsibility of formulation of policies, guidelines, sets up the strategies and the plans.  
The transfer of responsibilities to the City Councils was done without technical support for the delivery of a system with quality and the Councils lack of expertise in the area of waste management. The financial support has been limited which is detrimental for the equipment acquisition and improvement of infrastructure.  
In relation to Freetown City Council, they have a kind of Public Private Partnership of the created Freetown Waste Management Company, but the CC interferes in the decisions of FWMC. The budget is limited and provided via CC.  
They provided interesting information about the state of waste management in Sierra Leone and in Freetown. Two studies were provided. |
| 20th and 21st | Working on report  
Arrival Verele de Vreede |
<p>| 22nd Talk to Chaille’sco waste | Talking to <strong>Ibrahim Karbu</strong> 23276633599. Chaille’sco has 2 collection vehicles and they go either door to door under already made contracts or they collect the waste at the &quot;transfer stations&quot;. The company also owns water supply vehicles. They got a |</p>
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<tr>
<td>collection company</td>
<td>permit to do so from FWMC and they pay 500,000 LE/month for the permit. Images: DSC0312 - 3216</td>
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| Visit Granville Brooke disposal site | - Conversation with Geno Komeh, waste door to door collector, he brings the waste to the disposal site for which he pays a tipping fee of 2000 LE/trip and he charges to the HHs 2000 LE/bag. He had around 10 bags.  
- It was mentioned that the Aluminium is used in internal market for the production of pots and pans.  
- Hard plastics go to a Chinese company  
- Slippers to Guinea  
- Tomorrow we will visit disposal site to meet with other buyers and the president of the Association Images: DSC03227 - 3247 |
| Visit to Kuntorloh area | Meeting with Abu Bakan Kargbo 077200096/078392645 and Alpha Koroma 078513159/077395077. They are volunteers in the Management Disaster Committee. Information provided:  
- Committee develops drama in relation to sanitation and other disaster issues with their support. Now not so much happenings since the election campaigns are going on.  
- They see an opportunity to organise associations or alike for the door to door collection of waste. Their strategy would be, to organise men for the collection and women and youth for the awareness activities and collection of fees. At the end of the month the money is divided among the members of the association keeping aside certain percentage for maintenance of the equipment and alike.  
- The collection equipment envisioned is a motor tricycle, provision of safety equipment, push carts. The frequency suggested is 2-3 times a week, to divide the area in 4 zones.  
- Challenges would be confrontation of the committee and the users of the service since they see it as an obligation to pay. Images: DSC03248 - 3251 |
<p>| Visit to market Kuntorloh area | We talked to two saleswomen on the market but we didn’t get their names. They informed that there is hardly any organic waste in the market since they take it and they put it directly to the plants they are producing. They are also buying chemical fertilisers and they would be interested in buying what they called “manure” which is the organic fraction that is a bit fermented. There is an opportunity for composting at the community base level. Images: DSC03252 – 3255 |
| Visit to Old Wharf area | In our way there was a College of Business Studies which could support the entrepreneurial development for the association or so. This community gets rid of the waste by placing it in plastic containers but dispose it at the sea without the container. They have small amounts of kitchen waste and a bit of other as plastic packaging materials. It was also informed that glass bottles are sold for 300 LE/unit. Kadiatu Kamara informed that in this area there are few soft plastic storage warehouses. They collect it in very big bags and are transported to Guinea, trip that takes the whole day. The children collect these plastics and depending on the amount they pay |</p>
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<tr>
<td>Visit to hard plastic collection point</td>
<td>Meeting with <strong>George Wilson</strong> 078470348. Present other employee and 2 Chinese. They collect all kinds of hard plastics. Materials are collected from bins, street, river, disposal sites. They pay 2000 LE/basket with small bottles (around 4 kg) and for big bottles 7000 LE/kg. With the machine they have (a basic shredder with water pool separator), they produce 12 bags of mixed colour materials. They are collecting computers, cartridges, old TVs, oil containers that are washed before shredded. Images: DSC03270 - 3293</td>
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<tr>
<td>Visit to Kingtom disposal site</td>
<td>There we met with personnel from FWMC <strong>Benjamin Sesay</strong>, Monitoring Officer and <strong>Mohammed Sesay</strong> <a href="mailto:nasmohammed2012@gmail.com">nasmohammed2012@gmail.com</a> that provided information in relation to the situation of the disposal site. GIZ has supported the construction of a road inside of the disposal site and also infrastructure for sorting the waste. Most of the infrastructure and equipment is not working. Around 50 waste pickers work there and materials are bought by buyers directly at the site. Images: DSC03298 – 3311</td>
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<tr>
<td>Visit glass collection point</td>
<td>Meeting with <strong>B.G. Seisay</strong> 033929839 and <strong>Sunil Ramchandani</strong> 076655552. The organisation collects solely for the brewery Kadco the unbroken glass bottles that will be washed and re-used for the bottling of the beer. Both Organisations are under Indian management. They pay 5000 LE/24 bottles. The broken ones are end up on Kingtom disposal site. In addition they buy metals: aluminium is bought at 5000 LE/kg; iron 800 LE/Kg up to 1000 LE/kg depending on the quality, brass 10000LE/kg and energy accumulators because of lead 3000 LE/kg. They are not buying copper. Most of the materials go to Asia. Images: DSC03312 - 3314</td>
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<td>UNDP Advisor PPP</td>
<td>Meeting with <strong>Giedrius Sabaliauskas</strong>, 078214996, <a href="mailto:giedrius.sabaliauskas@undp.org">giedrius.sabaliauskas@undp.org</a>; <a href="mailto:giedrius.sabaliauskas@siplaw.it">giedrius.sabaliauskas@siplaw.it</a> He works for UNDP with the City Council and is expert on PPP. We discussed issues related to PPP and the idea to make a presentation for FCC and FWMC on PPP issues. He considered it supportive for the process the GoSL is going through. We discussed other issues in relation to cost effective models for waste management, upscaling processes, etc.</td>
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<td>Meeting Marc Faux</td>
<td>We discussed the report template, the contents of it, findings and approaches to formulation of short proposals for they to have ideas on how to proceed in the implementation of waste management projects in the vulnerable areas. We also analysed the meeting for Tuesday at FCC with FWMC and the stakeholder meeting of Thursday. For the stakeholder meeting it was discussed the following:</td>
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<td>Meeting divided in 3 parts</td>
<td>1. Positioning the Consortium: where we are and where we see our future (without creating expectations) 2. Findings and ways forward LA &amp; VV 3. Discussion on presentation about: challenges, opportunities, get the right people on board</td>
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<td><strong>23rd Visit Dumpsite Scavenger Association at Granville Brooke</strong></td>
<td>We visited again to collect some information in relation to the Statutes of the Association. Osman Kamara provided very useful information about statutes, list of youth providing waste management services from 2005. Images: DSC00321 – 0331</td>
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<tr>
<td><strong>Visit to Ram Scrap Yard</strong></td>
<td>We were received by Mr. Ram and Mr. Umar. Information was basically provided by Mr. Umar. The company buys materials from collectors at the following prices: Iron 1000 LE/kg; aluminium 5000 LE/kg; copper 20000LE/kg, brass 12000LE/kg. All the materials are sent to India. There are around 6 to 7 other metal scrap yards. Old cars are not bought are metals because of the quality of the materials, the costs of transporting them to the yard and the prices that sometimes the owners of a car want for it which is not profitable. They ship as an average 4-5 container a month. Images: not allowed to make pictures</td>
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<tr>
<td><strong>Presentation to FCC and FWMC</strong></td>
<td>Attendees: Mabinly T. Kamara, Yusife Mansary, Mohamed M. Kamara, Arthur H. Kvesir-John, Sylvester L. Thomas, Abdul Karim Marak, Juliana Lahai, Verele de Vreede, Liliiana Abarca, Sulaiman Saime Parker, John A. Contek, Cyril Maffia, Sorie A Kamans, Issa M. Jalloh. WASTE presented ideas about PPP and some of the findings during this visit. There were clear discussions about the need for the City Council to create capacities on PPP, procurement processes, contracting, etc. Mr Parker (FWMC) also made an analysis of the challenges that waste management in Freetown has been facing, solutions, failures and the final model they have for the city developed with support from Nigeria. He also explained the high investment cost required to collect the waste. I explained that at this moment it seems that PPPs would be the model to adopt for the waste management of the city. Images; DSC03342 - 3347</td>
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<td><strong>24th Visit Mabella Meeting with:</strong> Abdul R. Kamara HMC community mobilizer. BFV; Hassan Banfura Youth Leader 078490405; Hassan Sesay Blue Flag volunteer MDC and teacher 077552643; Abu Assief Khanu, councillor 076735884; 077505957r, Sulaiman Kamura Flue Flag volunteer 077592451/31; Gbrill K. Bargura Chairman Youth Alliance CYDO. They explained that the composition of the waste is mainly vegetable, soft and hard plastic and the quantities are low due to the low income. They considered that waste is associated with malaria, typhoid, cholera and diarrheal diseases affecting the area. The waste is collected in some cases door to door at a cost of 200 LE/time and in the commercial sector located on the main roads.</td>
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|                                  | There are also sections without any collection system where the waste is transported to the sea by children from the family or disposed of in drainage channels. Youth groups were organised 10 years ago, during the period in which the Ministry of Youth was responsible for waste collection, into collection areas. There are at least 20 groups with 900 members operating not only in solid waste management but also skills development, sanitation, health care, etc.  
Collection of recyclables goods is done by people whom are outside of the community. Around 35% of the organic waste produced in the market is claimed for animal fodder either by the same market tenants or by outsiders. The tenants also pay a fee of 300 LE/day to FCC for the market spot. Images: to be entered |
| Meeting Marc and Rosemary        | The main objective of the meeting with Marc and Rosemary was to define the elements of the meeting and roles and responsibilities. The objectives was:  
- Positioning the Consortium: where we are and where we see our future (without creating expectations) RD  
- Findings and ways forward LA & VV  
- Discussion on presentation about: challenges, opportunities, get the right people on board MF and RD                                                                                                                                                                                                                           |
| 25th Meeting GIZ                 | Meeting with Karl-Heinz Eyrich, Programme Manager Youth Reintegration, and Employment Promotion Programme. He explained that he was not involved in the Waste Management programme for Freetown but he gave useful insights about the implementation activities, some key issues that were against the programme and successes.  
GIZ supported the creation of jobs by supporting activities in waste management. During the implementation of this programme the World Bank supported with 4 million US$, while other organisations provided equipment. In the case of GIZ, they had their own funding and provided organisation for youth groups for door to door collection. They got training on: leadership, business and organisation. The programme regretfully was taken by the City Council and they were not able to manage it well. There were no commitments to continue with the programme as how it was envisioned. His final statement was “This could work if you SL would make it work” |
| Stakeholder meeting             | Participants: Frederick Fabba, Today M. Sesay, Osman Kamara, Rosemary Davies, Anusha Pisanec, Verele de Vreede, Marianne Bryne, Claire Seaward, Angelica Fleischer, Will Tillet, Mabinty Kamara, Sorce Kamara, Marc Faux, Lilliana Abarca.  
Short recap of the meeting:  
Welcome from Rosemary Davis: Urban Wash Consortium for Freetown is active since 3 years. The consortium is working on Water and Sanitation but the waste management problem keeps cropping up. Therefore WASTE was requested to come in and do an assessment on possibilities for community development in waste management. |
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<td>Presentation Lilliana:</td>
<td>Some remarks from the presentation</td>
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<td>- Emphasis on that there are already initiatives in the communities (Klin Salon)</td>
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<td>- 10 to 15 groups are still functioning</td>
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<td>- FWMC is working on waste management plan based on the inclusive from Nigeria (including small scale enterprises)</td>
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<td>- Guinee has a plastic industry</td>
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<td>- National policy needs to be inclusive for Informal Sector</td>
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<td>Discussion:</td>
<td>Claire: National SWM plans have not yet been completed.</td>
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<td>- On Freetown level, privatisation is on its way. FWMC wants to stand on its own and work with guidelines. CC used to supervise but is not doing this anymore: the contract with FWMC has ended. Situation is unclear.</td>
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<td>Gould (Frederick Faba): Had a question about segregation of waste on household level. Answer: It is good to aim at that, but you need to have a very good logistical system in place. In principle it is advised to set up waste management in stages. Developing the system while working in it.</td>
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<td>Q. FWMC: is worried about the industrial waste which is to be expected with all the mining activities being developed</td>
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<td>A: Mining companies know what to do to keep pollution within boundaries. However it is up to the government to enforce this and to make sure that these environmental regulations are followed up.</td>
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<td>Q.: Marianne Bryne: Is there any talk about the landfill, because the disposal is an eyesore and not a desirable situation</td>
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<td>A.: government turns a blind eye to the management of the disposal site, there is talk of setting up new ones. But nothing concrete.</td>
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<td>Will Tillett: The recommendations in the presentation on stimulating livelihoods is interesting for consortium. Liked the idea for small artisanal businesses on grass root level.</td>
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<td>Sees options for UWC to be involved in advocacy for PPP.</td>
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<td>Claire: We are already working on the advocacy side.</td>
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|                   | Point of attention posed by Lilliana: There has to be clarity on who owns the waste. To enable artisanal businesses, it has to be
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<td>possible for the MSEs to get hold of the material without being illegal.</td>
<td>Angelica (ACF) wanted to know how the waste pickers are organised</td>
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<td>FWMC: Active groups are on the dump sites. Waste pickers walking around through town and sort at the waste dump at the end of the day.</td>
<td>Buyer comes at the waste dump and buys recyclables directly from the group or individual. Middle men have not been detected.</td>
</tr>
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<td>Short history explanation why this system collapsed:</td>
<td>The door to door collection worked and it was planned to make it more sustainable and business-like. For this WB funding was received. Big point of discussion what happened then. The City council took over the responsibility, but nothing has materialised. Lack of capacity was probably biggest cause. At this moment the door to door collection is in some places still in place in other not.</td>
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<td>Will Tillett: Project looking to fund small scale economic activities around waste management, would be good opportunity to learn from each other. Maybe proposal to learn from Monrovia.</td>
<td>Claire asked for price list of collection door to door from FWMC. Private contractors pay different than households.</td>
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<td>Gould gave some other examples of waste reuse:</td>
<td>- Primary school built from empty bottles and used tires.</td>
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<td>- Nursery garden made out of used tires</td>
<td>FWMC as a company faces the problem of handling jman waste. What can the consortium do? Response of UWC: Currently this is taken up by the organisation Gould: Maybe FWMC should be included.</td>
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<tr>
<td>The meeting ended with a thank you from Marc Faux.</td>
<td>The presentation will be sent around</td>
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| The list of attendees as well.                                          | 26th Return to Netherlands, Writing report
ANNEX 5. PRESENTATIONS TO FREETOWN CITY COUNCIL AND THE URBAN WASH CONSORTIUM PLUS STAKEHOLDERS

Presentation to City Council

A presentation of the first findings and a short indication which direction the recommendations are taking. As introduction a small introduction to Public Private Partnerships (PPP) was offered, showing some examples of existing PPPs in Freetown.

**Public Private Partnership**

A PPP is a:
- long term contract
- between a private party and a government agency
- for providing a public service

**Areas**

- Transport
- Water and waste
- Power (electricity)
- Social infrastructure (education, health, prisons, housing)

**What are the benefits**

The private party bears significant risk and management responsibility.
- It increases the funding available for infrastructure
- It provides an alternative approach to financing infrastructure (capital costs spread over time) and borrowing constraints for commercially viable infrastructure projects
- The private sector is more efficient and effective at managing infrastructure construction and service delivery

**Some limitations**

1. PPPs can create fiscal commitments which in general are long-term, and payments depend on risks such as demand, or prices for recyclable materials, exchange rates, costs, revenues, etc.
2. Governments accept excessive risks. e.g. private partner expects to generate good resources, and the governments share certain project risks. e.g. providing guarantees on demand. If the demand is lower than forecasted, usually the government is the one that bears the risks and have to make huge payments to the private operator.
b. **Concession**: it can also be to design, rehabilitate, extend or build, finance, maintain, and operate—typically providing services to users—but in this PPP context, the users pay the service.

c. **Lease or affermage**: the government typically remaining responsible for capital expenditures. Used to maintain and operate, providing services to users. User pays—private party typically remits part of user fees to government, to cover capital expenditures.

**However, PPP approach in itself does not necessarily benefit the Poor**

Unless proper policy directives, regulatory regimes & contractual arrangements with clear poverty reduction objectives & incentives are not put in place & relevant performance indicators are not reflected in the contracts in the outset—service delivery improvements may come at the expense of the poor! For example:

- overall service improvements can mask a reduction in the service to the poor:
  - or price increases for the poor;
  - loss of employment due to increased efficiency;
  - squeezing-out of small-scale formal as well as informal providers.

**Types of PPP**

---

a. **DBO, BOT, ROT**: Function transferred e.g. Design-Build-Operate; or Build-Operate-Transfer; or Rehabilitate-Operate-Transfer. The maintenance is included in the operation function. In all the cases it means functions transferred to the private partner and either government or user pays.

d. **Franchise**: an arrangement similar to a lease or affermage contract for existing assets.

e. **Management**: a private party is paid a fee for managing an existing asset or business. Management contracts transfer limited responsibilities and risk to the private party, and are not always considered as a type of PPP. Some aspects of operations (management)—typically many operational staff remain public-sector employees. Government pays—usually a fixed element plus performance-related element.

**With Right Objectives, Incentives, Structure & Policies in place, PPPs can be Pro-Poor**

- Deliver Basic Services to the Poor & contribute to the achievement of MDGs targets;
- Provide Economic/Livelihood Opportunities to the Poor;
- Ensure Participation & Representation by the Poor;
- Contribute to Local Development Efforts
Distribution of Roles in a PPP

**Role of Public Partner:**
- Enables Private Sector participation in the delivery of some or all functions of the WASH service.
- Sets service standards (what should receive the service, whom, type, etc.)
- Monitors performance of the Private partner (penalties if required)
- Monitors reputation (affordability for the poor)

**Role of Private Partner:**
- Provides operational efficiency & innovation to minimise profit

**Role of Civil Society:**
- Facilitates & Innovates
- Monitors performance
- Advocacy

Key Role of Civil Society

- Draws Government & Private Sector attention on social & environmental issues.
- Contribute its knowledge of local conditions towards the development of PPP arrangements that respond to poor people’s needs.
- Ensure transparency of transactions & involvement of the population to ensure inclusive formulation of PPP arrangements
- Undertake public awareness raising & attitude change campaigns concerning 3Rs, SWM, PPPs, user charges

Role of Government in PPP

**From a Direct Provider to a Facilitator & Regulator:**
- Put in place enabling environment attractive for private sector
- Ensure that needed reforms are implemented
- Long-term service needs: Vision
- Capacity Development of stakeholders
- Establishment of PPP Unit & allocation of catalytic funds

National Level

**Legislation of waste management**
- Revise and approval the Solid Waste drafted policy

**Strategic Planning for waste management**
- City Council prepare for strategic planning

**Reporting and monitoring**
- Develop and enact reporting, benchmarking, monitoring, and evaluation plan

National Level

**Development of Public Private Partnership:**
- PPP enabling environment (by-laws)
- Creating capacity on monitoring and evaluation of PPP
- Integrating Informal Recyclers in Formal Waste Management Systems

**Capacity Development and Capacity Strengthening**
- Link with universities or research centres
- Capacity Needs Assessment (CNA)
- Capacity Development in the Public Sector
- Capacity in entrepreneurial development
National level

Improvements disposal sites
• Analyse costs to change prices and weighbridge procedures
• Price disposal for all waste going to the sites

Community based
• Organisation of group door to door collection and transportation for fee
• Production of compost to be sold in markets
• Hand craft training with broken glass

National level

Market study for recyclables and organic waste
• Setting valorisation goals, targets, and ambitions
• Analysing the market
• Supporting the process (capacity development, enabling the environment)

<table>
<thead>
<tr>
<th>Waste Streams</th>
<th>Price LC</th>
<th>Destination</th>
</tr>
</thead>
<tbody>
<tr>
<td>Glass</td>
<td>10000 N aimed</td>
<td>China</td>
</tr>
<tr>
<td>Wood</td>
<td>1500-7000 kg</td>
<td>China</td>
</tr>
<tr>
<td>Tin</td>
<td>200-1000 kg</td>
<td>India, V.A. (8)</td>
</tr>
<tr>
<td>Aluminium</td>
<td>1500-5000 kg</td>
<td>St. Lanka</td>
</tr>
<tr>
<td>Brass</td>
<td>15000-20000 kg</td>
<td>India</td>
</tr>
<tr>
<td>Steepak</td>
<td>500 kg</td>
<td>China</td>
</tr>
<tr>
<td>Plastic</td>
<td>10000 kg</td>
<td>St. Lassan DS</td>
</tr>
<tr>
<td>Lead</td>
<td>2000 kg</td>
<td>Ace</td>
</tr>
<tr>
<td>Paper &amp; Cardboard</td>
<td>5000 kg</td>
<td>S1</td>
</tr>
<tr>
<td>Cans</td>
<td>1500-3000 kg</td>
<td>Ace</td>
</tr>
</tbody>
</table>
Final Presentation for URBAN WASH Consortium and invitees

This presentation has built upon the presentation to the City Council. Some new findings were added. The presentation formed the starting point for the discussion.

Analysis of SWM in Freetown

Objectives

General objective: to carry out a situational or baseline analysis of SWM in Freetown.

Two specific objectives:

1. to examine community based SWM in urban and peri-urban areas
2. to provide SWM options for the target areas of the WASH consortium

Data collection methods

- Desk review
- Consult with key stakeholders
- Conduct Focus Group discussions
- Key informants interviews
- Field visits

Vulnerable areas visited: Mabella, Kantorloh, Old Warf and Grey Bush
64 stakeholders consulted

Findings

Urban areas SL facing increasing population and City Councils unable to cope with services. Government transferring responsibility to City Councils. But, not supported with technical or financial assistance.

Some areas have had modernisation processes (Bo & Makeni). Lessons to other City Councils.

Findings (2)

“Integrated waste management policy and guidelines” drafted and in revision for approval.

Waste in Freetown is in chaos: low collection rates, bad treatment practices, legal illegal disposal incidences of cholera, dahiare, malaria, etc.

Formal and informal door-to-door collection for a fee including low income/vulnerable areas. Fee paid directly from users to providers.
20 groups - 900 members doing among others door-to-door collection

Findings (3)

FWMC working on a model for the city supported by LAWMA, includes low income/vulnerable areas.

Waste management from the hills affects the lowlands. Therefore the work must be done following upstream approach.
Findings (4)

The door-to-door collectors pay a tipping fee to the FWMC for waste disposal either at “transfer stations” or in the two official disposal sites.

Waste pickers are collecting recyclables goods which are sold to national and international buyers.

Findings (5)

Public Private Partnership is a new Model ?? for FCC and FWMC. The City Council responsible for monitoring the performance of the private sector, lacks technical and human resources capacity for delivering efficiently their role. Efforts should be made to increase the institutional capacity

Findings (6)

At this moment, due to elections and the possible privatisation or PPP contract for waste services in Freetown, roles and responsibilities for MoHs, FCC and FWMC are not clear.

Recent transfer of roles and responsibilities have taken place on verbal agreements as a way to solve the most immediate and urgent challenges.

Possible ways forward

National Level

Legislation of waste management
- Revise, approval and roll out of the draft for Integrated Waste Management Policy and Guidelines

Development of Public Private Partnership
- PPP enabling environment (by-laws)
- Creating capacity on monitoring and evaluation of PPPs
- Integrating Informal Recyclers in Formal Waste Management Systems
National/City level

Strategic Planning for waste management
- City Councils prepare for strategic planning

Reporting and monitoring
- Develop plan for benchmarking, monitoring, evaluation and reporting

National/City level

Market study for recyclables and organic waste
- Setting valorisation goals and targets
- Analysing the market
- Supporting the process (capacity development, enabling the environment)
- Connect with financial institutions

National/City level

Capacity Development and Capacity Strengthening
- Link with universities and research centres
- Capacity Needs Assessment (CNA)
- Capacity Development in the Public Sector
- Capacity strengthening in entrepreneurial development

National/City level

Fast improvements to disposal
- Analyse costs to change prices and weigh-bridge (scale) procedure
- Improve option for recovery of recyclable goods

Management of disposal sites
- Pricing all disposed waste
- Procedures for waste disposal

Community based (1)

Communication Strategy
- Communication plan, community mobilisation and awareness
- Willingness and ability to pay analysis

Community based (2)

Service development for livelihoods
- Organisation of group door-to-door collection and transportation for a fee
- Entrepreneurial development

Business development for livelihoods
- Market analysis for compost
- Production of compost for selected markets
- Hand-craft training with broken glass
WASTE’s approach for waste and sanitation Production and Value Chain

Disposal sites at present
Granville Brooke
Kingston

Disposal equipment out of service

Hard plastics recovery

Depot of plastic water sachets

Plastic flakes from the bottle caps to be sent abroad
ANNEX 6. INFORMATION ON KLIN-SALONE


The information is copied straight from the website. It shows:

1. Cleaning areas and responsible groups
2. Objectives of Klin Salone
3. Tariffs

### Cleaning Areas and responsible groups

<table>
<thead>
<tr>
<th>Area (from west to east)</th>
<th>Responsible Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Babadourie and Lumley Village</td>
<td>--</td>
</tr>
<tr>
<td>2. Wilkinson Rd, from Lumley to Cockerill</td>
<td>Community Cleaning Awareness Association</td>
</tr>
<tr>
<td>3. Wilkinson Rd from Cockerill to Aberdeen Jctn, Sir Samuel Lewis Rd. from Aberdeen Jctn to bridge., Cockle Bay</td>
<td>Aberdeen Youths Org.</td>
</tr>
<tr>
<td>4. Aberdeen from the bridge to the Cape Community; Beach Rd from Cape to middle of Lumley Beach</td>
<td>White Lion Cape Community Devt. Assn.</td>
</tr>
<tr>
<td>7. Wilberforce Village; Main Motor Rd from King St. to Spur Loop; Spur Rd from Bottom Mango to Lumley Police</td>
<td>Youth Campaign Against Poverty (Y’CAP)</td>
</tr>
<tr>
<td>8. Congo Town and Ascension Town</td>
<td>KAFOGO Youth Movement</td>
</tr>
<tr>
<td>10. Brookfields, Pademba Flats bordered by King Harman Rd., Campbell St and Main Motor Road</td>
<td>--</td>
</tr>
<tr>
<td>11. Dwarzak, New England, and part of Jomo Kenyatta and Pademba Road up to Circular Rd. Junction</td>
<td>George Brook Young People Environmental Society</td>
</tr>
<tr>
<td>12. Kroobay; St. John to Bathurst St. below Sanders St.</td>
<td>--</td>
</tr>
<tr>
<td>13. From Bathurst St. to Howe St. below Siaka Stevens and Pademba Road</td>
<td>King Jimmy Youths Org.</td>
</tr>
<tr>
<td>14. Circular Rd., Tower Hill, Victoria Park, and above Siaka Stevens St. from Bathurst to Campbell St.</td>
<td>Sewa Ground Park Youth Devt. Assn. (SPYDA)</td>
</tr>
<tr>
<td>15. Howe St. to Malama Thomas St. and Sani Abacha St</td>
<td>Central Waste Unit</td>
</tr>
<tr>
<td>16. Regent Road to Sackville St., including Lumley St., Goderich St., Free St., Ambrose St.</td>
<td>African Youths for Peace and Devt. Org.</td>
</tr>
<tr>
<td>Area (from west to east)</td>
<td>Responsible Group</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------</td>
</tr>
<tr>
<td>17. Mountain Cut above Kissy Road to the cemetery</td>
<td>Nightline Organization</td>
</tr>
<tr>
<td>18. Bombay Market, upper Bombay St. to Patton St.</td>
<td>Eastern Best</td>
</tr>
<tr>
<td>19. Kissy Rd. from Eastern Police to Mountain Cut; part of Guard St.</td>
<td>--</td>
</tr>
<tr>
<td>20. Elke St, Magazine Cut</td>
<td>Fire Burn Youth Org.</td>
</tr>
<tr>
<td>23. Lower Bombay St. to Patton St.</td>
<td>Future in Our Hands</td>
</tr>
<tr>
<td>24. Entire Cowyard, Part of Magazine Wharf to Meuk St., Part of Guard St.</td>
<td>Omolanky Riders Assn.</td>
</tr>
<tr>
<td>25. Easton St. to Savage Square</td>
<td>De Humanitarian Society</td>
</tr>
<tr>
<td>26. Entire Mount Aureol and Ginger Hall</td>
<td>--</td>
</tr>
<tr>
<td>27. Dan St. Market, Part of Fourah Bay Rd. to Kennedy St.</td>
<td>Adolphus Youth Org.</td>
</tr>
<tr>
<td>28. Cline Town, Water Quay, part of Kanikay</td>
<td>Hope of Glory Youth Org.</td>
</tr>
<tr>
<td>29. Part of Kanikay, Ashobie Corner, Benz Garage, Kamanda Farm</td>
<td>Race Course Youths Org.</td>
</tr>
<tr>
<td>30. Entire Dumpsite and Dockyard Community</td>
<td>Dump Site Youth Association</td>
</tr>
<tr>
<td>31. Kissy Brook, PWD, and Blackhall Rd. to Mende Church</td>
<td>Duwallah Youth Organisation</td>
</tr>
<tr>
<td>33. Kamara Bar to Hooke St., including all of Cassell Farm community</td>
<td>Barra Youth Organization</td>
</tr>
<tr>
<td>34. Hooke St. to old Low Cost, Entire Kissy Market Community, and ends at Davis St. and Low Cost</td>
<td>Porsh Cleaning Company</td>
</tr>
<tr>
<td>35. Kissy Mess Mess, entire Thunder Hill, Looking Town</td>
<td>Thunder Hill Central Base</td>
</tr>
<tr>
<td>36. Old Road from Texaco to Cotton Tree, Jalloh Terrace Community</td>
<td>Charlie’s Co Enterprise</td>
</tr>
<tr>
<td>38. New Road from Texaco to Brima Lane and entire Grassfield</td>
<td>Eastern Youth Organization</td>
</tr>
<tr>
<td>39. Brima Lane, Portee, ends before Rokupa</td>
<td>Brima Lane Youth Devt. Org.</td>
</tr>
</tbody>
</table>
Area (from west to east) | Responsible Group
--- | ---
41. Congo Water to entire Wellington, ending at Brewery | Sober Women
42. Entire Calatown and Allentown | CATSCU (Calaba Town Social Clubs Union)

2. Objectives Klin Salone

Klin Salone is committed to providing convenient and affordable waste collection services, while promoting sustainable employment for its members and a cleaner future for Sierra Leone.

Klin Salone is now responsible for cleaning the city both day and night:

Day workers are responsible of the various transit point within the Municipality. Night workers are responsible for sweeping Roads and Streets at night from Lumley (West) to Shell Company New Road (East).

What does Klin Salone do?

- Create job opportunities for youth in Sierra Leone
- Coordinate the activities of various groups who are engaged in waste collection and disposal activities
- Provide training and support to member groups
- Promote member groups’ services through marketing and information campaigns
- Coordinate and 'up-scale' the sorting and sales of solid waste for recycling purposes (e.g. glass, metals, plastics)
- Sensitize the public on recycling, environmental sanitation and their responsibility to keep their environment clean
- Advocate for responsibility and improvements in the public transportation and disposal of solid waste

3. Tariff setting

<table>
<thead>
<tr>
<th>Collection Frequency</th>
<th>Monthly service fee</th>
<th>Weekly service fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>SMALL (65 litres)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1x per week</td>
<td>LE 6,500</td>
<td>LE 1,600</td>
</tr>
<tr>
<td>3x per week</td>
<td>LE 19,500</td>
<td>LE 4,600</td>
</tr>
<tr>
<td>Daily (Mon-Sat)</td>
<td>LE 29,000</td>
<td>LE 6,800</td>
</tr>
<tr>
<td>MEDIUM (100 litres)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1x per week</td>
<td>LE 12,000</td>
<td>LE 2,800</td>
</tr>
<tr>
<td>3x per week</td>
<td>LE 29,000</td>
<td>LE 6,800</td>
</tr>
</tbody>
</table>
### Collection Frequency

<table>
<thead>
<tr>
<th></th>
<th>Monthly service fee</th>
<th>Weekly service fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daily (Mon-Sat)</td>
<td>LE 55,000</td>
<td>LE 12,800</td>
</tr>
<tr>
<td><strong>LARGE (200 litres)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1x per week</td>
<td>LE 22,000</td>
<td>LE 5,200</td>
</tr>
<tr>
<td>3x per week</td>
<td>LE 55,000</td>
<td>LE 12,800</td>
</tr>
<tr>
<td>Daily (Mon-Sat)</td>
<td>LE 105,000</td>
<td>LE 24,500</td>
</tr>
</tbody>
</table>

You are welcome to use your own container or buy or rent your bin from Klin Salone. We offer three different sizes / five different bin types and three different options for payment. Have a look at the table below and choose the option that is best for your needs.

### Bin type

<table>
<thead>
<tr>
<th>Bin type</th>
<th>One time payment</th>
<th>Rent monthly*</th>
<th>Rent weekly*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basket</td>
<td>Le 5,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Size: ca. 65 litres</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Small rubber bin</td>
<td>Le 34,000</td>
<td>Le 3,000</td>
<td>Le 800</td>
</tr>
<tr>
<td>Size: 65 litres</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medium rubber bin</td>
<td>Le 45,000</td>
<td>Le 4,500</td>
<td>Le 1,100</td>
</tr>
<tr>
<td>Size: 100 litres</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Half drum</td>
<td>Le 50,000</td>
<td>Le 4,500</td>
<td>Le 1,100</td>
</tr>
<tr>
<td>Size: ca. 100 litres</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full drum</td>
<td>Le 85,000</td>
<td>Le 8,000</td>
<td>Le 2,000</td>
</tr>
<tr>
<td>Size: ca. 200 litres</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* After you rent for 12 months, you own the container
ANNEX 7. HOW TO SET UP A COMMUNICATION PLAN FOR WASTE MANAGEMENT

Simple “ROAD MAP” for a Waste Management Communication Strategy

Subject
Communication is an essential vehicle to achieve core goals of a project. It reflects the two way dialogue between service waste system users and service providers.

It should focus on:
- Women as waste managers at home.
- Children as interface between families and acquired knowledge from school.
- NGO’s as knowledge providers.
- Major waste generators: abattoirs, hotels, health care centres, etc.
- Political leaders: governors, mayors, council and members of political parties.
- Religious leaders as opinion makers.

Goal
This practical tool is designed to assist any person or group of people, with little or no knowledge about communications, in developing a communication strategy in a structured way before the project starts.

Steps
Seven steps are suggested to be followed to prepare the plan.

Step 1 Analysis
Explain and document the current situation of waste management in the area.

Step 2 Target audience
Define the target audience, their barriers and motivators for change, behaviour in waste management.

Step 3 Define strategy objectives
Define the objectives taking into account the various phases of the willingness of the users to utilize the said product. These include: learning, doing, feelings.

Develop messages to be delivered
Consider: What is the core message? What is the image/position? What do you want people known?

Choose promotional instruments
Same examples: public relation, advertisement and direct marketing.

Develop community participation plan
People participation is essential to strengthen civil society and democracy.

Prepare detail budget
A budget must be associated to all the activities, include human resources & information materials.

Define Monitoring & Evaluation plan
If anticipated problems, if certain indication that help to determine what is working or not.

Conclusions
- Community engagement creates trust and invites the population to participate enhancing the sustainability of the intervention. It also reduces the likelihood of conflict and resistance.
- Community Participation depends on the way how the community is approached. There are enough stories of failures due to target groups not changing behaviour, critical to project’s success.

Literature

Waste Management Situational Analysis in Urban WASH Consortium Areas in Freetown
WASTE, November 2012
ANNEX 8. RECOMMENDATIONS FOR ACTIVITIES ON NATIONAL AND CITY COUNCIL LEVEL

This Annex offers the Urban WASH Consortium several additional activities which are not on community level. Although they might seem outside the activity range of the Consortium, the authors wanted to mention them as the Urban WASH consortium might be interested to play a role in them and the results may support the community based activities.

National level

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Activity</th>
<th>Results</th>
</tr>
</thead>
</table>
| Legislation on waste management | Finalisation and roll out the National Integrated Waste Management Plan | • An institutional analysis has been conducted to determine how to streamline institutional mandates for solid waste management in the proposed legislation.  
• City Councils are institutionally and financially prepared for the implementation of the legislation.  
• Decision-makers and other stakeholders in the waste management and sanitation sector are aware of the legislation.  
• Waste management is included in the sanitation and health campaigns  
• The planning for the implementation steps has been proposed and capacity has been strengthened for planning for waste management. |
## District Council level

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Activity</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic planning for waste management</td>
<td>Prepare City Councils for strategic planning</td>
<td>• Based on the waste management legislation a strategic waste management plan has been developed &lt;br&gt;• City Councils have been provided with the short planning manual. &lt;br&gt;• If not yet existing the council has set up a waste department and has developed a programme for capacity development and support for strategic solid waste planning and valorisation planning. &lt;br&gt;• The Council's waste department and City Council staff have participated in short term capacity development and training activities on solid waste and recycling planning, with a focus on the practicalities. Support of UNDP or any other cooperating partners has been assured to facilitate support for the process of planning. &lt;br&gt;• As part of the programme of capacity development, the Department, with donor support, has supported City Council staff and together they have produced a solid waste plan which includes plans for valorisation of waste. &lt;br&gt;• All Councils have developed a solid waste plan with a strong sub-component of valorisation planning.</td>
</tr>
<tr>
<td>Reporting and monitoring</td>
<td>Develop and implement a plan for benchmarking, monitoring, and evaluation</td>
<td>• City Councils committed to the process by engaging a staff person to oversee the Monitoring and Evaluation function. &lt;br&gt;• A Monitoring System for waste management developed by the National Department, in consultation with Councils and other key stakeholders. Monitoring system clearly states the purpose for monitoring, targets, indicators, sources of information and frequency of collection of key data. &lt;br&gt;• A baseline composition study or estimation and modelling process for waste materials has taken place. &lt;br&gt;• Data Management protocols have been developed to cover the different types of indicators identified in the Monitoring System. &lt;br&gt;• The City Council has had a funded programme of capacity development and support for the benchmarking and monitoring plan and implementation. &lt;br&gt;• The benchmarks have been integrated into a system of Activity-based Costing and Fee-setting.</td>
</tr>
<tr>
<td>Aspect</td>
<td>Activity</td>
<td>Results</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Institutionalising participation in planning, implementation, monitoring and evaluation | Outreach to communities by including waste management issues in the existing sanitation campaigns | • Citizens are aware of importance good waste management.  
• Wishes from communities have been heard and can be used in the planning and implementation.  
• There is more insight on possible tariffing around the city.                                                                                                                                                                                                                                                                                                                                                                               |
| Fast Improvements of disposal sites and management of disposal sites | Analyse costs to change prices and weigh-bridge (scale) procedures | • All waste going into and out of the disposal site is quantified by being weighed, registered by license plate, type of waste, weight, and degree of mixing, and is paid for based on weight, condition, and type of waste.  
• Councils have prepared a guideline for full cost pricing at Sierra Leone’s disposal sites and budgeted the process of introducing it.  
• Software and hardware to track disposal site weighbridge activity has been adapted to produce full records and to support full-cost pricing.  
• Councils have negotiated a schedule for introducing full cost pricing and monitoring the process.  
• Scale operators and disposal site managers have been trained on how to register waste at the disposal site.  
• Councils have informed their citizens and collectors that the charges for waste disposal will increase, and have produced guidelines for setting collection and disposal tariffs.                                                                                                                                                                                                                                       |
| Market study for recyclables and organics | Local Market analysis for valorisation of waste | • A ToR for the market study has been written and funding has been secured.  
• The research study has been executed by government personal or externally by a consultancy firm.  
• Reports with detailed data about the markets have been delivered to the districts.  
• Councils have selected priority materials in need of market development instruments or other relevant instruments to increase the amount of recyclables captured from landfill.  
• With the study on composting the urban agriculture has been involved in the process, which can result in higher yields.                                                                                                                                                                                                                                                      |
ANNEX 9. UNDP FAST FACTSHEET: THE PPP FOR WASTE TO WEALTH IN LILONGWE, MALAWI
The PPP for Waste to Wealth in Lilongwe, Malawi

Malawi is the fastest urbanizing country in Africa, at 5.3% per annum, a fact hidden by the current scenario of only 20% urbanization. In addition, Malawi is also poor, the 12th most poor country and is ranked 160 out of 182 counties in the UN Human Development Index. Urbanization requires matching infrastructure and services, which were already behind the demand. In the capital city of Lilongwe, with approximately 700,000 inhabitants, only 30% of the waste was collected and brought to a poorly managed dumpsite. Hence, the population not only lacked infrastructure but also, their own existing low access to it was exacerbated by the solid waste management system.

This project sought to create a win-win by developing a PPP where multiple partners would manage over 80% of the waste, and create sustainable livelihoods from it, particularly for women. The project adopted community participation and private sector approach where waste entrepreneurs were identified in the two areas and were trained and authorized to carry out waste management. The partnership brought together a higher academic institution with research experience, the largest horticultural company in Malawi and leading NGOs already working with communities in urban Malawi.

Lilongwe City Assembly (LCA) engaged Four Seasons Nurseries limited to buy compost manure. The NGOs were working with urban communities in areas of sanitation, housing and livelihoods. These NGOs were also mobilizing the communities, holding awareness campaigns, working with local community leaders and monitor the performance of waste entrepreneurs.

Project Information

- **Country**: Malawi
- **Municipality**: Lilongwe City Council
- **Project title**: The Lilongwe Waste for Wealth project
- **Objective**: To deliver waste management services in two low-income urban communities
- **Time frame**: 2009-2012
- **Key partners involved**: Lilongwe City Council, United Nations Development Programme (UNDP) Public Private Partnership for Service Delivery (PPPSD), UN-HABITAT, the University of Malawi (Bunda College of Agriculture), Four Seasons Nurseries Limited and two local Non Government Organizations (Centre for Community Development and Sustainable Waste Management).

- **Results**
  - Increased livelihoods generated through waste, establishment of savings and credit groups, with 80% women, livelihood training for 200 women, at least 158 waste entrepreneurs created with capacity to undertake composting and an understanding that waste can generate livelihoods amongst the target community.
  - Shift in community understanding of waste and its knowledge, attitude and practices, overall capacity development from local leaders to at least 4000 households to undertake improved waste practices and participate in the project, multiple levels of capacity building, from school club levels to church level sanitation clubs, penetrating multiple audiences.
  - Technical skills increased through skills in compost making, delivering household waste collection services and creating artifacts from waste, Bunda Universities and Four Seasons Training on waste and composting to ensure quality as well as work with other universities to produce further literature on this.
  - Environmental benefits shared by all such as closure of 3 illegal dumpsites and handling of wet waste and campaigns on hygiene, resulting in improved community-wide health benefits.
Sustainable methods of managing wastes were introduced and were less costly than the methods the Lilongwe City council had been using in the affluent areas. In 2010 the waste entrepreneurs managed to remove all the waste illegal dumps in the project areas.

The project managed to identify 158 waste entrepreneurs which were trained in composting and good waste management practices. They said “We have found self employment through the project.” One strategy for the creation of employment was the licensing of the entrepreneurs by either the Lilongwe City Council or any organization legally mandated to register them to be license, but at the end of the project period, no waste entrepreneur had been registered. Besides, there are only 33 entrepreneurs in Mtandire and 15 were in Area 25.

The project promoted gender equality and women empowerment allowing the women in Mtandire and area 25 access to tangible resources which they had purchased using proceeds from compost sales. Some entrepreneurs bought pieces of land, iron sheets, while others were molding bricks and constructing houses apart from providing daily needs of their households. Women in area 25 reported of their contributions to the welfare of their households and others reported of local compost markets they had accessed within their locality. The project created opportunities for women through job creation to make them become self-reliant.

The challenges of the project were in terms of lack of resources to buy raw materials, water for compost production, low quality of compost, market and pricing mechanisms for the compost, mobilization of community members since the activity is seen as repugnant and availability of land or space for the production of compost at the market place.

The relation between the entrepreneurs and Four Seasons will continue after the end of the project. The private company has drafted a contract agreement to sign with the women to ensure sustainability of the programme.

The project had impact at multiple levels. At the grassroots, the PPP was able to leverage partnerships to train over 200 women, create waste entrepreneurs, and develop technical capacity to undertake composting, waste collection and its handling.

In general terms, the project managed to promote hygiene and sanitation amongst community members and was evident considering that the surroundings were clean, markets were clean and there were no longer illegal waste dumps in sight.

Overall, this was identified as a replicable, scalable model that would hold value for other cities in Malawi, thereby potentially preventing health mal-effects and increasing livelihoods for the poor across urban areas in the country.

Expected Results and Contribution to MDGs

**1. Eradicate extreme poverty and hunger**

Poverty Reduction through improved local service delivery and employment opportunities

**2. Promote gender equality and empower women**

Women Economic Empowerment by supporting women to be service providers

**3. Ensure environmental sustainability**

Environmental sustainability through improved environmental/waste management

**UNDP, through PPPSD, provides technical and advisory services for the creation of an enabling governance environment with appropriate legal, institutional, financial and regulatory frameworks and support for the capacity development of all stakeholders.**

**WASTE provides technical and advisory support in urban waste management solutions for an improved service delivery in urban and peri-urban areas.**

For more information, visit: [www.undp.org/pppsd](http://www.undp.org/pppsd)

Public-Private Partnerships for Service Delivery
Capacity Development Group
Bureau for Development Policy
United Nations Development Programme

pppsd@undp.org
ANNEX 10. COMMUNICATION PLANNING IN KÜTHAYA.
COMMUNICATION STRATEGY

KÜTAHYA, TURKEY

Lilliana Abarca
Çiğdem Arşiray

April 2010
Cover photos: Lilliana Abarca, Centre of Kütahya, ©WASTE

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<th>Abbreviations</th>
<th>Explanations</th>
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<tbody>
<tr>
<td>ABK</td>
<td>Amasya, Bitlis, Kütahya provinces</td>
</tr>
<tr>
<td>CAG</td>
<td>Communication Awareness Group</td>
</tr>
<tr>
<td>CAP</td>
<td>Communication Action Plan</td>
</tr>
<tr>
<td>CPt</td>
<td>Community Participation</td>
</tr>
<tr>
<td>CS</td>
<td>Community Strategy</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>HH</td>
<td>Household</td>
</tr>
<tr>
<td>KÜKAB</td>
<td>Kütahya Province, Districts and Sub-Districts solid waste disposal facilities, construction and operation Union</td>
</tr>
<tr>
<td>MRF</td>
<td>Materials Recovery Facilities</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-governmental Organizations</td>
</tr>
<tr>
<td>PRD</td>
<td>Public Relation Department</td>
</tr>
<tr>
<td>PRO</td>
<td>Public Relations Officer</td>
</tr>
<tr>
<td>SWM</td>
<td>Solid Waste Management</td>
</tr>
<tr>
<td>TA</td>
<td>Technical Assistance</td>
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1. Introduction

This document presents an overall strategy for visibility, awareness and community participation strategy for the “Technical Assistance and Provision of Supervision for the Implementation of Three Solid Waste Management Projects in Amasya, Bitlis and Kütahya (ABK) in Turkey”. The project, with Contract No. EuropeAid/126212/D/SER/TR has the objective to improve the environmental infrastructure of three groups of municipalities in Turkey, a candidate country for accession to the EU, with the purpose of meeting the obligations laid down in the Accession Agreement1,2.

The success in implementing the integrated waste management system planned for the project areas depends, to a great extent, on the awareness of the target groups and the public participation and co-operation in the new schemes. People's willingness and diligence in segregating their waste and in taking different waste fractions to bring banks, recycling centres and non and slightly hazardous waste to collection points, will have a direct impact on the overall system performance1,2.

In this project the citizens are expected to participate in a conscious manner and proactively in handling their solid waste. In other words, the solid waste management problems of ABK shouldn’t be addressed solely by new systems and technology but requires a change in the attitude and behaviour of the population in the project area. Not only must they change their attitude, but public servants and members of various target groups also need to develop their knowledge and attitude in relation to waste issues3.

The success in changing behaviour, attitudes and habits will depend on the high degree of cooperation, two-way communication and trust between target groups and providers of the service and failing to do so will jeopardise the success of the entire project.

This can be achieved by establishing a communication strategy that will be an essential and key element of the project. Hence, a communication strategy has, hereby been developed for ABK and vital parts will be discussed in further detail in the following sections.

The communication strategy owes thanks to the staff of AKB for the provision of valuable opinion, information and fruitful discussions provided to the authors during the missions. Their efforts and involvement has been essential in shaping the strategy.

2. Communication Strategy

The strategy that has been developed in co-operation within the Unions is based on a systematic, well-planned series of actions, combining different approaches, methods, techniques and tools, with the aim to achieve the intended positive changes in behaviours, attitudes and habits within a specific time frame. A Communication Action Plan (CAP) and Community Participation Plan (PPt) are part of the overall Communication Strategy.

The implementation, monitoring and evaluation process are proposed to be accomplished by a Communication Awareness Group (CAG), which is composed by members of local organizations in the province. The details of CAG are shown in Annex 1.
The strategy has been planned in three phases: Start up (April to June 2010), Build up (July to September 2010) and Consolidation (October 2010 to December 2011). The specific activities, tools, target groups and budget are elaborated and presented in Annex 2.

2.1 General Objective:
The general objective of the strategy is to raise awareness on the “Technical Assistance and Provision of Supervision Services for the Implementation of Three Solid Waste Management Projects in ABK in Turkey” project, including its objectives, means and accomplishments.

2.2 Specific objectives:
1. To meet the information need of the public, as well as of the various social and professional groups in the program regions, including what types of conduct is required from them (e.g. separate waste, recycling, pay bills, etc.)
2. To ensure publicity for awareness raising in line with EU Visibility rules
3. To disseminate information and materials to target groups relevant to the implementation stage
4. To enhance awareness and visibility of the project through media relations, branding, network building, community participation activities

2.3 Target groups
One of the first ways to begin accomplishing the objectives of the communication strategy will be identifying target groups. Their role is to participate in the planning, implementation and evaluating the communication strategy objectives.

In the case of the project the target groups are:

Primary target groups are:
• ABK Municipalities
• ABK Unions
• Citizens of the project area
• Students (university, high school, secondary-primary school and kindergartens)
• Waste workers (formal/informal) of the project area
• Local dealers of recyclable products
• Local waste management contractors
• Owners of shops, commercial and public institutions and other generators waste, (commercial, industrial and construction sectors, retail and wholesale, markets, health care, slaughter houses, gas stations, unions, police, among others)

Secondary target groups are:
• Government Institutions and ministries
• General public

2.4 Communication approach and key messages
The project has very clear objectives in terms of changing the habits and behaviours of the target groups in relation to waste practices such as: waste separation for a dual collection system, the use of bring banks installed at various central locations of the cities, the collection of recycling goods that go to recycling stations, organic waste collection for a pilot composting plant, C&D waste for a recycling plant and collection of fees based on the “Polluter Pays Principle”.
The present strategy is built around the objectives to be achieved and key issues found not only in the conceptualisation of the project proposal, but also from experience and information collected and analysed on the ground, with members of diverse target groups during the missions conducted to ABK.

These target groups can be approached by exchanging project information by printed materials, project information centers or school campaigns (passive approach) but also by involving them using community participatory activities (active approach) which creates an element of ownership while emphasizing the responsibilities that people have as regards cleanliness in the public domain, waste and waste collection services.

The plan focuses on women (rural and urban), who are the most important waste managers at home, children that can be an interface between parents and the acquired knowledge from school and NGO’s that can provide support because of shared common objectives for protecting the environment. That is the reason why the campaigns shall address places frequented by women, schools and the population at large by means of defining pilot areas to execute some of the activities. The campaigns to be developed will take into consideration the degree of literacy as well as the educational and socio-economic background of the population participating in the process.

It encourages the responsibility and commitment also of major waste generators such as abattoirs, hotels, health care centres, gas stations, restaurants, institutional, commercial and industrial sectors, as well as sports and entertaining centres.

It has a focal point in political leaders: governors, mayors, muhtars and members of political parties, that during their public appearances could convey messages related to the importance of the project and the responsibilities for a healthier and cleaner environment.

The Müftülük, Müftüs, the Diyanet Foundation and imams are key members in the strategy as influential diffusers of key information, goals and objectives related to the project since they are not only religious leaders but also they have a constructive role in the society by creating opinion.

The strategy takes into account the importance of information diffusion through web sites, press releases/media, quarterly letters, activities in open spaces and during local celebrations. It also builds knowledge based on trainings and workshops for leaders of all the different target groups.

The messages that will be used during the implementation of the strategy should include information about what change the project is seeking in target groups and what it expects them to do and know. Key messages will be developed specific to each target group, but they will nevertheless contain core messages:

- Efforts to fulfill environmental acquires must be strengthened in view of EU accession
- All sections of the society are responsible for a cleaner environment and all should fulfill their share.

The message is a very straightforward one: being responsible and reliable for the environment benefits all citizens of the province!
3. Community participation

People’s participation during the implementation of the project is essential because it increases its effectiveness and efficiency, but at the same time it is seen as a means to a more fundamental end: to strengthen civil society and participatory democracy. Achieving full and effective Community Participation is a difficult job and much depends on the way members of the community are approached and organised by the responsible persons involved in the process. There are enough stories of projects that didn’t succeed because the intended target groups failed to change behaviour or attitudes that were critical to the project’s success.

Community participation (CPt) is a process for the implementation of improvement of waste management services in ABK and it will help to evaluate the success or failure in satisfying people’s (perceived) needs. In some way it is an essential component for making projects feasible and viable, as project implementers are aware of community resistance and behaviours which run counter to the project objectives, and therefore a CPt plan could help to induce behavioural change at the right time.

3.1 Objectives
1. To lay the foundation for collective consciousness, awareness and understanding by helping communities to re-discover common objectives in the protection of the environment through waste management issues.
2. To provide users of the system access to information helping to remove barriers to action, and considering other interests and issues of the service users.

3.2 Steps to follow for CPt activities
There are different steps to follow during the engagement of the target groups during the implementation of the project. The first one and most important one is establishing trust by being honest, transparent and providing reliable and clear information. The strategy considers the development of capacities by means of trainings and workshops; the more well informed a community, the faster the changes take place. Pilot areas will be chosen to develop the first community participation activities in order to obtain experience in the process, to evaluate the results, to adapt the process to the local conditions and to transfer it to other sectors of the society.

CPt activities must be institutionalised during the implementation of the project, and there should be provision of incentives by means of prizes, rewards, gifts, which are highly helpful in the process of behaviour change. Existing structures in the community will be used for gathering people together and hold meetings to ensure that all target groups share in the vision and objectives of the project.

To strengthen the community participation, a mix of activities will be used and are presented in Annex 3. Annex 4 provides the CPt Plan and some exercises that have been developed to help obtaining information from the target groups in relation to SWM practices.

4. Monitoring and evaluation
The strategy considers regular observation and recording of activities taking place in the project. It will gather quantitative and qualitative information which shall be analysed quarterly.
A set of indicators has been developed and is presented in Annex 5. They should be analysed and agreed by the strategy implementers. These indicators describe: what is going on in the project, the products of the activities, and they measure changes in the conditions of the community.

The monitoring and evaluation process will allow the team to determine if the inputs of the project are well utilized, ensuring that the activities are carried out properly on time and by the right people, to learn lessons from past events: what worked, what did not and how to improve it. It will enable to anticipate potential problems and to provide opportunities for timely intervention if any irregularity should arise before it becomes a threat to the project.

5. Conclusions

Solid waste management is not only about technicalities, it is about citizens living and sharing a healthy and clean environment. During any modernization processes in which systems change, visibility, awareness, communication and participation activities are of major importance as it allows creating trust and invites the population to participate which enhances the sustainability of the interventions.

The benefit of community engagement is that it reduces the likelihood of conflict and resistance, and avoids the costs associated with conflict. In technical terms it translates in service costs recovery, high collection rates for recyclables and better performance by providers.

This strategy requires the allocation of funds, the good will of the project implementers, the commitment of the municipalities that are part of the Unions, and the participation of the society as a whole to make it a success.

Amasya, Bitlis and Kütahya deserve to be the model to follow by other municipalities in Turkey.
REFERENCES


Annex 1. Communication Awareness Group (CAG) in Kütahya
Annex 2. Activities, timeline, materials and budget needed

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<th></th>
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<th>2011</th>
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<td>Build up</td>
</tr>
<tr>
<td></td>
<td>Apr</td>
<td>May</td>
</tr>
</tbody>
</table>

FIRST PHASE (Start up / April - June 2010)
SECOND PHASE (Build up / July-September 2010)
THIRD PHASE (Consolidation / October 2010 - December 2011)

**Communication Strategy**
Strategy approved by IHCUS/CFCU

**Development of promotional materials in Turkish**
Drafting of promotional materials; input from offices on their respective provinces
Project promotional video development
Identification of materials needed and other possible promotional material that should be developed
All promotional materials contents will be subject to revisions during project implementation

**ACTIVITIES**

1 **Face to face, door to door**

Visit university and high schools (vocational schools) and analyse possibilities for the students to collaborate/volunteer
Do the same with the existing NGO’s of the region
Discuss with the private contractor possibilities to support these activities
Develop a work plan with CAG

Define (2-3) pilot projects in some areas of the city where you perform the face to face communication
Working team has a workshop on ISWM issues (ToT)
Workshops or/and trainings for people that are supporting the activities
Evaluate the pilot projects and choose other 2 or 3
Develop a willingness to pay study
Define other (2-3) pilot projects in some areas of the city
where you perform the face to face communication
Execute CPT activities first in the pilot areas and then in other
areas (identify strengths present in the community and build on
them)
Evaluate the CPT activities
Provide printed information to all HH’s with the water bill
(80000 HHs)

2 Women’s places
Identify women’s organisations in the municipalities/villages
(Consider also: women at bazaars, at shop markets)
Discuss with them the project objectives and the products to
be achieved (identify strengths present in the community and
build on them)
Prepare a Plan with them
Have a workshop on waste management issues with the
people that are going to support the activities
Monitor the advancement of the Plan

3 School participation
Coordinate with Ministry of Education of the Province, the
political support from his/her side in terms of the teachers of
the region.
Provide training to teachers and group discussions
Prepare a Plan with him/her (determine some kind of prize
system with sponsors from the province)
Develop the plan and monitor the activities
Prepare waste educational materials and select some pilot
groups in each municipality/village. (Find the champion in the
school. Explain the prize system, ask the teacher if they can include
moments during the classes in which the students do something
related to waste issues)
In coordination with the municipality and private contractor, prepare fieldtrips to the disposal sites. (The fees for the trip can be requested to: Ministry of Education/ Environment, municipality, private contractor, parents or other sources. During these field trips the students must have a guide to observe or homework to make together with the person, responsible for the student at home. Prepare homework for the summer time. An official letter must be prepared in order to get a permission from Ministry)

A theatre play can be prepared in the art class of the school. (the art school teacher should be informed about the project and her/his willingness to participate. Usually the theme of the play is related to depletion of resources, the need of the future generations for them) Coordinate with Ministry of Education

4 Coordination Governor and Mayors

Preparation of Communication Plan for the Governor and Mayors, presented by the President of the Union and approved by them

Control that the Press is informed of the events where the Governor and Mayor are participating and presenting the project

 Provision of display with information about the project that should be exposed at the entrance of municipalities and during the information events

Make sure that they have good information about the project and the products to be achieved (Workshops and group discussions)

Prepare plan with the PR from the Governor’s office and Municipality offices

Monitor the advancement of the Plan
5 Coordination with Muhtars

Preparation and presentation of Communication Plan with and for Muhtars (PRO responsible of the Communication and Public Participation Strategy). The Plan should be tailor made and approved by them.

Provision of display with information about the project that should be exposed at the entrance of their offices and during the information events.

Make sure that they have good information about the project and the products to be achieved (Workshop and discussions).

Monitor the advancement of the Plan.

6 Coordination with leaders of political parties

Presentation of project objectives, goals to Political Leaders of the Community (Group discussion by CAG).

Analyse activities where they can support the implementation of the project.

Make sure that they have good information about the project and the products to be achieved (Group discussions).

7 Coordination with Religious leaders

Conversation with the Müftülük leader who calls Müftü and conversation with Diyanet Foundation and prepare a plan with them for the implementation with the support of imams of the region for messages on Fridays.

Group discussion with information to make sure that they get good information about the project and the products to be achieved.

Monitor the implementation of the Plan.
8 Coordination with NGO’s

Find the NGO’s active in environmental issues in the municipalities and villages

Explain the project and products to be achieved to the leaders of the organisations (Workshop and discussions)

Prepare a Communication Plan with them and discuss how it is going to be implemented

Monitor the advancement of it and support them when needed

9 Communication in open places

Prepare a poster with good information

Discuss with the public transport managers the possibility to place posters in the buses, bus stops and train station

Provide information at the petrol stations, hotels & restaurants, and other public places

10 Activities in open spaces

Look for social activities in open places, street activities

Be aware of special events in the community with the objective of preparing activities and communication materials.

Talk to cinema owners to present a cartoon type of message before the movies are presented.
Coordination with target groups (Commercial, industrial, health care, slaughter houses, gas stations, construction, unions, police, others)

Find the representative (person or organisation) for those target groups

Explain the project and products to be achieved to the leaders of the organisations (Group discussions)

Prepare a Communication Plan with them and discuss how they want it to be implemented

Monitor the advancement of it and support them when needed

Press releases

PRO or CAG should prepare & coordinate press releases from the Governor, the Mayors, the Muhars, or other stakeholder interested in providing information to be published in the local and national newspapers, as well as in local TV and radio stations

12 Web site

Web-manager appointed

Preparation of Web site that includes: project objectives and targets, roles and responsibilities of different target groups, announcements, useful information from target groups, among others

Maintenance of the web site

Evaluation of the Web site and updating

13 Quarterly newsletters

PRO with designer should prepare newsletters that are sent to target groups with interesting information about the project implementation, achievements, etc
### 14 Trainings and workshops

Solid waste management training could be provided to all types of target groups. The Municipality and the University
Human Resources and Materials required

FIRST PHASE (Start up / April - June 2010)
SECOND PHASE (Build up / July-September 2010)
THIRD PHASE (Consolidation / October 2010 - December 2011)

Communication Strategy
Strategy

Development of promotional materials in Turkish
Graphic designer will be working on creative items for each province along with PR people (project leaflet, project brochure, project fact sheet, poster, displays, educational materials, calendars, stickers, textile bags, newspaper, advertisements, digital advertisements, billboard, announcements, newsletters, magnets, notebooks, folders, colouring books)
PR Union together with CAG
Video producer

1 House to house
Students from universities and vocational schools
Brochures with good information about costs, project objectives, environmental impacts of bad waste management system, problems related to health, water and air pollution
Stickers for participating HH’s
Booklets
Textile bag (pilot area)
Calendars
Training materials
Developer of the "Willingness to pay questionnaire"
HR support for the analysis and interpretation of the study
Catering for workshops and trainings
Transportation facilities
Fuel
Human resources from Municipality (PR’s)

2 Women’s places
Leaflets/brochures
Stickers
Posters for kitchen
Booklets
Calendars
Catering for workshops and trainings
Transportation facilities
Fuel
Human resources from Municipality
FIRST PHASE (Start up / April - June 2010)
SECOND PHASE (Build up / July-September 2010)
THIRD PHASE (Consolidation / October 2010 - December 2011)

3 School participation
Environmental stories and colouring booklets
Video/movie (cartoon type)
Leaflets with the lifespan of waste in the environment, or Do you know? type of messages
Fieldtrips to a dumping site/landfill, recycling companies
Theatre play
Stickers
Calendars
Prizes
Catering for workshops and trainings
Transportation facilities
Fuel
Human resources from Municipality

4 Coordination Governor and Mayors
Displays
Leaflets/brochures
Information kits
Newsletters
Catering for workshops and trainings
Video
Transportation facilities
Fuel
Human resources from Municipality

5 Coordination with Muhtars
Displays
Leaflets/brochures
Poster
Newsletters
Stickers
Catering for workshops and trainings
Video
Transportation facilities
Fuel
Human resources from Municipality

6 Coordination with leaders of political parties
Leaflets/brochures
Newsletters
Catering for workshops and trainings
Video
Transportation facilities
Fuel
Human resources from Municipality
FIRST PHASE (Start up / April - June 2010)  
SECOND PHASE (Build up / July-September 2010)  
THIRD PHASE (Consolidation / October 2010 - December 2011)  

7 Coordination with Religious leaders  
Leaflets/brochures  
Posters  
Video  
Transportation facilities  
Fuel  
Human resources from Municipality  

8 Coordination with NGO’s  
Posters  
Leaflets/brochures  
Newsletters  
Information kits  
Video  
Transportation facilities  
Fuel  
Human resources from Municipality  

9 Communication in open places  
Posters  
Billboards  
Stickers  
Transportation facilities  
Fuel  
Human resources from Municipality  

10 Activities in open spaces  
Theatre plays  
Leaflets/brochures  
Visual aid (cartoon type)  
Posters  
Competition for slogans, movie, art pieces with recyclable materials  
Stickers  
Transportation facilities  
Fuel  
Human resources from Municipality  

   Coordination with target groups (Commercial, industrial, health care, slaughter houses, gas stations, construction, unions, police and others)  
Leaflets/brochures  
Information kits  
Newsletters  
Catering for workshops and trainings  
Video  
Transportation facilities  
Fuel  
Human resources from Municipality  

21
FIRST PHASE (Start up / April - June 2010)
SECOND PHASE (Build up / July-September 2010)
THIRD PHASE (Consolidation / October 2010 - December 2011)

Press releases
Messages from/to target groups
Announcements
Achieved targets

12 Web site
Web site designer

13 Quarterly newsletters
Paper
Envelopes
Stamps

14 Trainings and workshops
Leaflet
Training materials
Catering for the activities
Trainer
Transportation facilities
Video
Fuel
Human resources from Municipality
budget and Responsibilities

These activities/ units and prices are indicative and they have been adapted from the budgets of Amasya and Bitlis. Prices may be subject to change as a result of changes in project planning as well as changes in market prices.

<table>
<thead>
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<td>45</td>
<td>225</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Flags for tables with EU logo</td>
<td>10</td>
<td>7.5</td>
<td>75</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Standing flags for the walls</td>
<td>5</td>
<td>35</td>
<td>175</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Fieldtrips to wm installations</td>
<td>100</td>
<td>200</td>
<td>20000</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Web design and maintenance</td>
<td>1</td>
<td>1000</td>
<td>1000</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Training materials</td>
<td>500</td>
<td>2</td>
<td>1000</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Catering for trainings and workshops</td>
<td>500</td>
<td>8</td>
<td>4000</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Advertisements on 6 local newspapers</td>
<td>5000</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Advertisements on 2 local radios, 3 local TV and programmes/year</td>
<td>5000</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td><strong>Sub-TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>111650</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incidentals (10%)</td>
<td>11165</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>122815</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Handouts for water bills (120000 HH x 7 times)</td>
<td>8400000</td>
<td>0.05</td>
<td>420000</td>
<td>x</td>
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</tr>
</tbody>
</table>
## Annex 3. Community Participation Plan

<table>
<thead>
<tr>
<th>No.</th>
<th>Type of activity</th>
<th>Tools required</th>
<th>Activities</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Trainings on SWM topics to target groups</td>
<td>• SWM training printed materials&lt;br&gt;• Poster&lt;br&gt;• Photos</td>
<td>1. Determine the perception of target groups in relation to SWM&lt;br&gt;2. Provide a training on solid waste management issues&lt;br&gt;3. Inform the project objectives and activities&lt;br&gt;4. Do exercises to analyse roles and responsibilities of service users and service providers&lt;br&gt;5. Determine the factors affecting participation&lt;br&gt;6. Promote options for participation&lt;br&gt;7. Establish evolving forms of participation&lt;br&gt;8. Develop a work plan</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Workshops with target groups</td>
<td>• Leaflets/brochures&lt;br&gt;• Poster&lt;br&gt;• Photos</td>
<td>1. Determine the perception of target groups in relation to SWM&lt;br&gt;2. Provide information on solid waste management issues&lt;br&gt;3. Inform the project objectives and activities&lt;br&gt;4. Determine roles and responsibilities of service users and service providers&lt;br&gt;5. Determine the factors affecting participation&lt;br&gt;6. Promote options for participation&lt;br&gt;7. Establish evolving forms of participation</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Meetings with target groups</td>
<td>• Leaflets/brochures&lt;br&gt;• Poster&lt;br&gt;• Photos</td>
<td>1. Inform the project objectives and activities&lt;br&gt;2. Determine roles and responsibilities of</td>
<td></td>
</tr>
<tr>
<td>No.</td>
<td>Type of activity</td>
<td>Tools required</td>
<td>Activities</td>
<td>Timeline</td>
</tr>
<tr>
<td>-----</td>
<td>-----------------</td>
<td>----------------</td>
<td>---------------------------------------------------------------------------</td>
<td>---------------------</td>
</tr>
</tbody>
</table>
| 4   | Develop pilot project for CPT | • SWM training printed materials  
• Poster  
• Photos | 1. Choose pilot area(s) where CPT activities will take place  
2. Encourage participation of champions or leaders  
3. Inform the project objectives and activities  
4. Determine roles and responsibilities of service users and service providers  
5. Determine the factors affecting their participation  
6. Promote options for participation  
7. Develop a work plan |                      |
| 5   | Group discussions | • Project implementation activities document | 1. Perform group’s discussions some time after the implementation of the project. It helps to analyse the efficiency of the activities, constraints, bottlenecks, information gaps, participation of the citizens and target groups  
2. Analyse rectifying the steps  
3. Incorporate the rectifying steps in the project implementation  
4. Develop a work plan |                      |
Annex 4. Exercises for Community Participation activities

Exercise 1: Personal adjectives
Objective: to introduce participants to each other in an enjoyable way. This exercise helps people to learn about each other in an informal way that builds group spirit.

Time: 20-30 minutes
Materials: None
Procedure:
1. Ask each participant to think of an adjective, which corresponds to the first letter of his/her first name.
2. Have participants sit in a circle.
3. Beginning anywhere, have one participant introduce her/himself saying “My name is… My adjective is …” or “I am (adjective) (first name)”
4. The next participant introduces her/himself in the same way.

Exercise 2: Group dynamics
Objective: to relax or recharge the group after a particularly intensive activity or at the start of the afternoon session.

Time: 20 minutes
Materials: Paper (see the activity below)
Procedure:
1. On the walls on four different parts of the room place signs indicating percentages as follows: 0%, 25%, 50%, 75%, 100%.
2. Make a list of statements such as: “I don’t like to sort the waste in my house”, “I am responsible for waste management in my house”, “I would like to transfer the responsibility of waste handling to my partner”, “Children should be in charge of bringing the waste outside the house”, “I am very happy with this waste management project”, “I agree with the payment for the new waste management system”, “I have no problems paying the fee for waste management” and alike. Make your own statements according to your culture and need of information.
3. Ask the participants to decide to what extent they agree or disagree with each statement that is called out. They should then move to that part of the room, which has a percentage sign which most closely reflects their position on the issue.
4. The composition groups under each sign will naturally change with the different issues addressed. If you want to extend the exercise, you can ask each group to discuss their reasons.

Exercise 3: Mini-Case Studies
Objective: to develop skills

Time: 20-40 minutes
Materials: Copy of the case study
Procedure:
1. Ask participants to read the following hypothetical case study and make up data to fill in the blanks, based on their own experience.
2. Have them share their inputs with the rest of the group.
3. Ask them to prepare a group presentation of the case for discussion at a plenary session, particularly with regard to the problem.
Case study. (Name of city or village)

The setting: In the beautiful (name of the city or village)……………, with a population of ………… Inhabitants, which has ……...% men and ……...% women………, the majority of the women are in charge of the waste management at the household level. They get the support for this task from: ………. They help by doing the following: ……. …

The problem: The municipality with the support of a private contractor need the citizens to separate the waste into fractions: paper and cardboard, metal, plastic and tetrapak, but the women find it very inconvenient.

List the reasons why you consider it inconvenient…………………………
What type of incentives you need in order to sort the waste in your house? …………………………………………………………………………………………………………………………………………………
What would you like to know?………………………………………………...
With the new system you have to pay fees, who is going to pay for it? ………
What do you think about this payment?……………………………………..
How do you feel about the project in general?……………………………..
### Annex 5. Monitoring indicators

<table>
<thead>
<tr>
<th>VARIABLE</th>
<th>INDICATOR</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation</td>
<td>No. households (HH) participating in the pilot projects</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No. of households segregating their waste</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No. of children participating in activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No. of teachers incorporating waste management issues in his/her class</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No. of NGO’s participating in the implementation of the project</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No of institutions that segregate their waste</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ton/week recyclable goods</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ton/week of non-recyclable waste</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ton/week organic material composted</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Service cost recovery (TL)</td>
<td></td>
</tr>
<tr>
<td>Visited places or people</td>
<td>No. of women’s places visited</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No. of Muhtars visited</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No. of leaders visited</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No. of religious leaders visited</td>
<td></td>
</tr>
<tr>
<td>Coordination Activities</td>
<td>No. of communication and community participation evaluations (every 6 months)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No. of activities in which the Governor or Mayors participated and informed about the project</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No. of meetings performed for special target groups (Commercial, industrial, health care, slaughter houses, gas stations, construction)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Amount (TL) received in sponsorship</td>
<td></td>
</tr>
<tr>
<td>Communication in open places</td>
<td>No. of open activities in which information was provided</td>
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</tr>
<tr>
<td>Press releases</td>
<td>No. of press releases</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No of articles in newspapers/magazines</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No. of TV or radio spots</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No of on-line publications/articles</td>
<td></td>
</tr>
<tr>
<td>Quarterly newsletters</td>
<td>No. of quarterly newsletters published</td>
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</tr>
<tr>
<td></td>
<td>No. of quarterly newsletters distributed</td>
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<tr>
<td>Web site</td>
<td>No. of persons visiting the page</td>
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</tr>
<tr>
<td></td>
<td>No. of email alerts</td>
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</tr>
<tr>
<td></td>
<td>No. of contacts received at the Help Desk</td>
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<tr>
<td>Survey</td>
<td>No of survey to target groups and general public in relation to project awareness</td>
<td></td>
</tr>
<tr>
<td>Trainings and workshops</td>
<td>No. of trainings (No. of women /No of men)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No. of workshops (No. of women /No of men)</td>
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