Development and Challenges of Governance in Waste Management

AFRICAN CLEAN CITIES PLATFORM
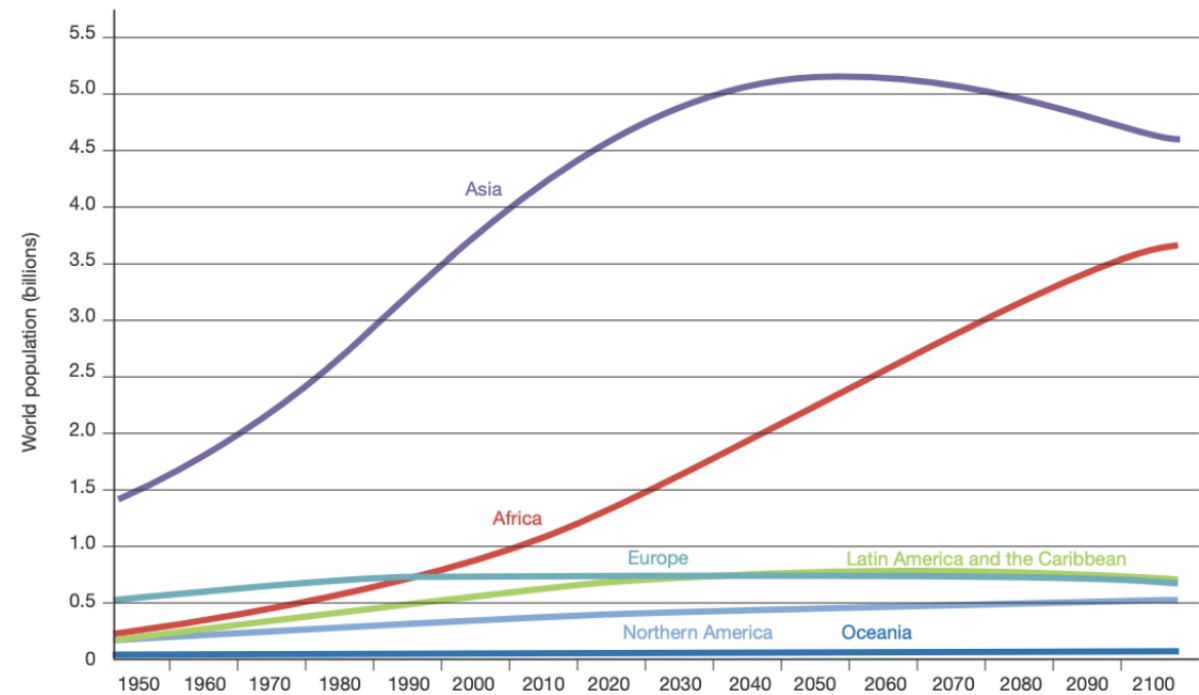PLATE-FORME AFRICAINE DES VILLES PROPRES

Mitsuo YOSHIDA, Ph.D., Senior Advisor

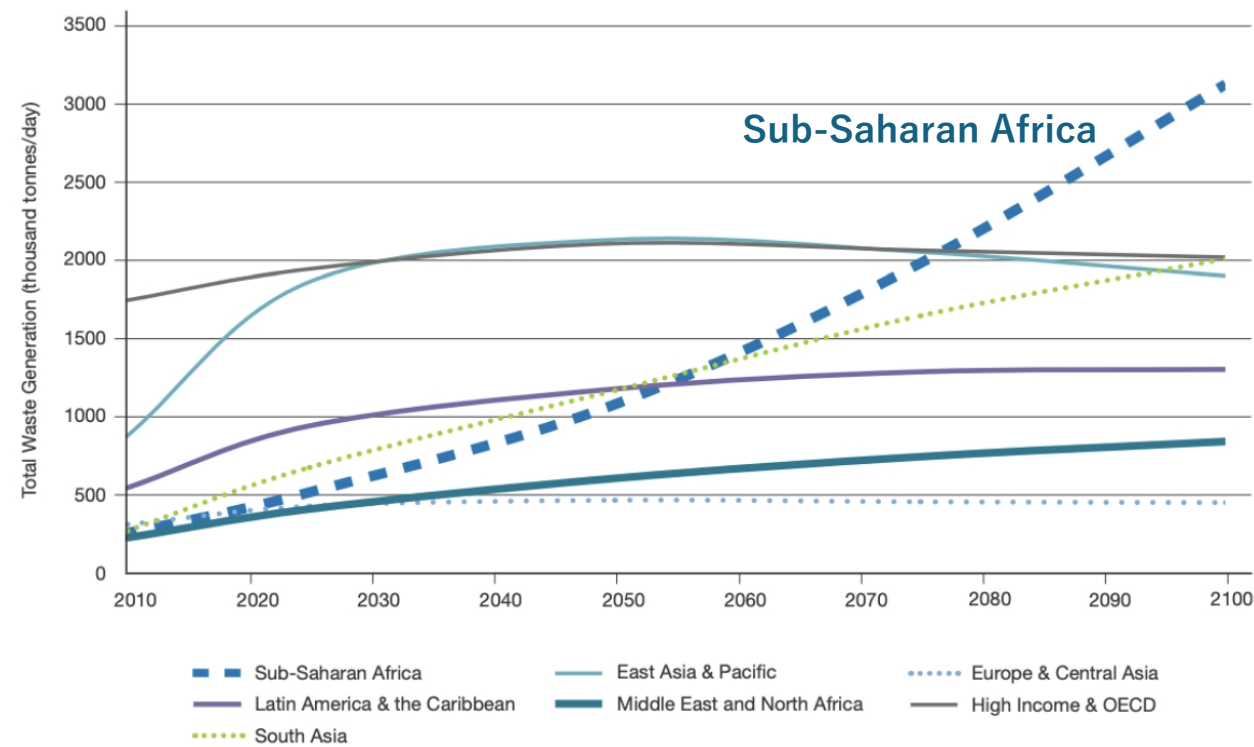Global Environment Department, Japan International Cooperation Agency (JICA)

4th ACCP Assembly, Session 3: Backing Waste Management with Better Governance and Budgets, Yokohama, 21 August 2025
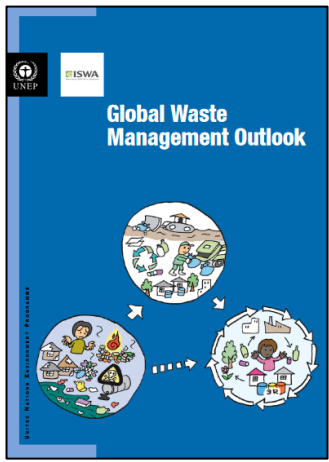
Estimated and projected world population by region

Total municipal waste generation by region
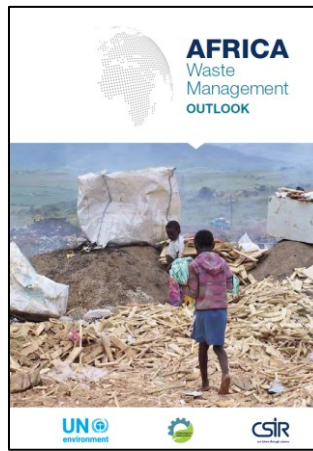
2015

2018

2018

2020

2024

Side Event of TICAD6 Nairobi, 2016

ACCP Foundation Meeting Maputo, 2017

1st ACCP Rabat, 2018

2nd ACCP Yokohama, 2019

3rd ACCP Tunis, 2022

4th ACCP Yokohama, 2025

2019
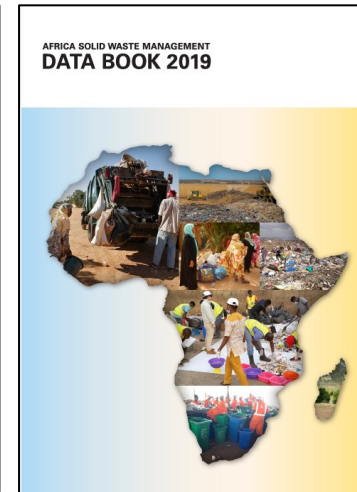
2019
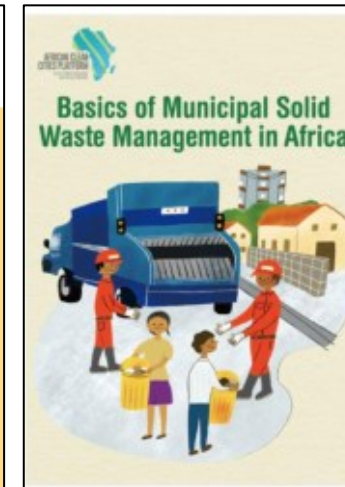
2019
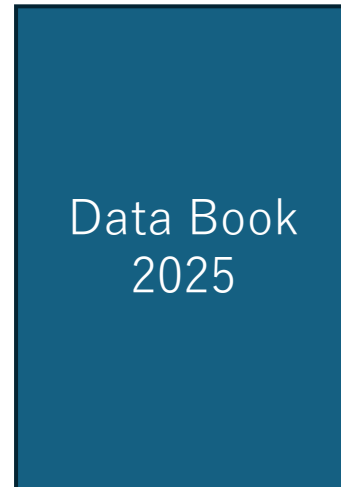
Data Book 2025

Introduction

- Waste management needs to be viewed from two perspectives: the **physical aspect** of solid waste itself and the **governance aspect** of managing the waste. This relationship can be represented by two overlapping triangles; physical and governance (Wilson et al., 2014).

- To improve waste management through **Governance**, multiple interlinked factors in operational, institutional, and societal must be addressed.

- This presentation gives a **structured outline of key factors** expected to back the governance of waste management.

Two Overlapping Triangles Flamework of Integrated Solid Waste Management (ISWM)

1. Waste Collection & Transport – Public Health

4. Inclusiveness of stakeholders

2. Treatment and Disposal Environmental Protection

Physical (Hard)

Governance (Soft)

6. Sound Institution, Policy, and Plan

3. Sustainable Resource Manag.

5. Financial Sustainability

Waste-related data

Result-based indicators, e.g., Service coverage, Recycling rate, Amount of proper disposal.

Governance indicators, e.g., Institution, policies, Inclusiveness, Service Cost recovery, Financing

Governance data

Three Key Drivers

The two triangles framework for integrated solid waste management (ISWM) highlights three key drivers:

Key Driver 1: Ensuring Public Health

Key Driver 2: Environmental Protection

Key Driver 3: Sustainable Resource Management

Modified and amended from Wilson et al. (2012) Comparative analysis of solid waste management in 20 cities. Waste Management & Research, 30(3), 237. http://wmr.sagepub.com/cntent/30/3/237
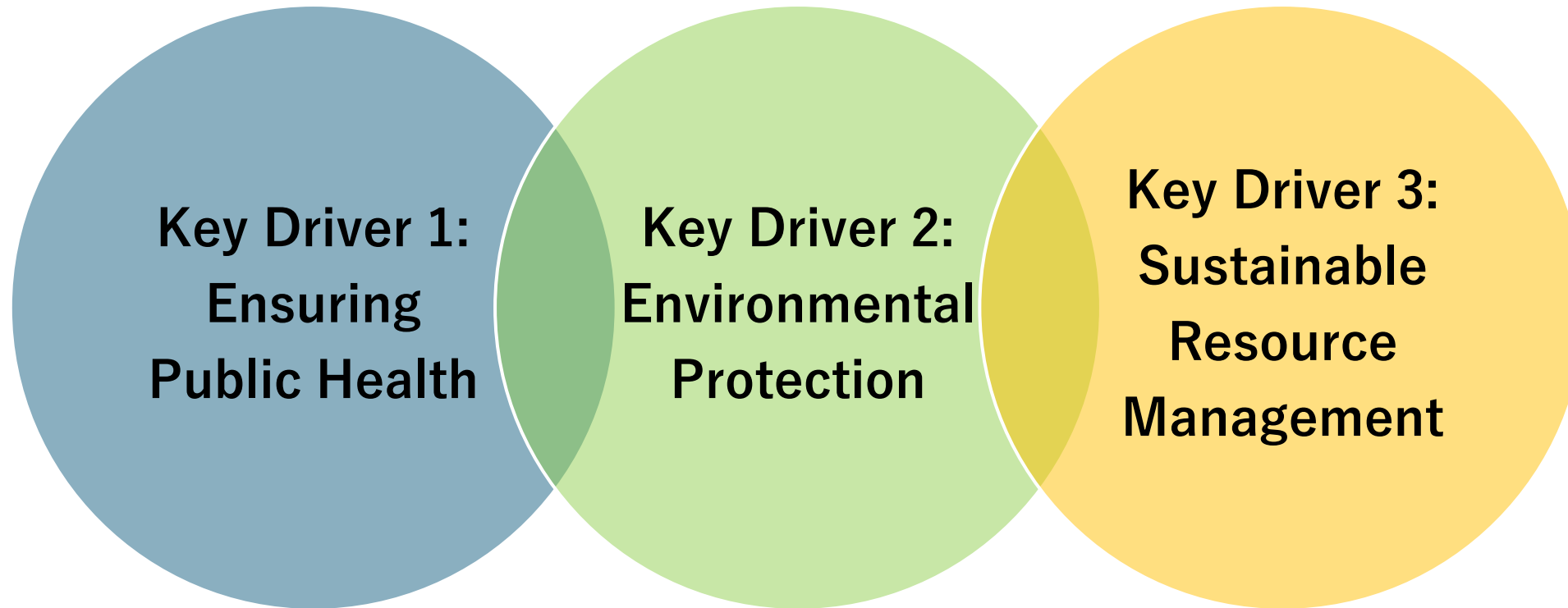
Key Driver 1. Ensuring Public Health

Waste Reduction: Reducing the generation/discharging amount of waste

Improved Waste Collection: Implement regular and reliable waste collection services and its population coverage.

Public Awareness Campaigns: Educate communities about proper waste disposal practices and the health risks associated with improper waste management.

Regulation and Enforcement based on laws/bylaws: Establish and enforce regulations to ensure safe handling and disposal of hazardous waste, including medical and industrial waste.

Hazardous Waste Treatment: Segregation of hazardous waste for treatment.

Key Driver 2. Environmental Protection

Waste Segregation:
Segregation of waste to facilitate recycling and reduce environmental impact.

Pollution Control Measures:
Technologies and practices to reduce emissions and leachate from disposal sites.

Eco-friendly Treatment:
Invest in technologies that minimize environmental harm, such as composting.

Eco-friendly Landfill:
Invest in effluents treatment technologies that minimize the environmental pollution.

Legislation and Policy:
Promoting sustainable waste management as well as protect the environment.

Key Driver 3. Sustainable Resource Management

Recycling Policies and Programs:
Establish and support recycling initiatives to recover materials from waste and reintroduce them into the production cycle.

Circular Economy Models:
Encourage businesses and communities to adopt circular economy principles, focusing on reuse, repair, and remanufacturing.

Incentives for Waste Recovery:
Provide financial incentives or subsidies for companies and individuals who engage in waste recovery activities.

Innovation and Technology: Invest in research and development of new technologies that enhance waste recovery and material circulation.
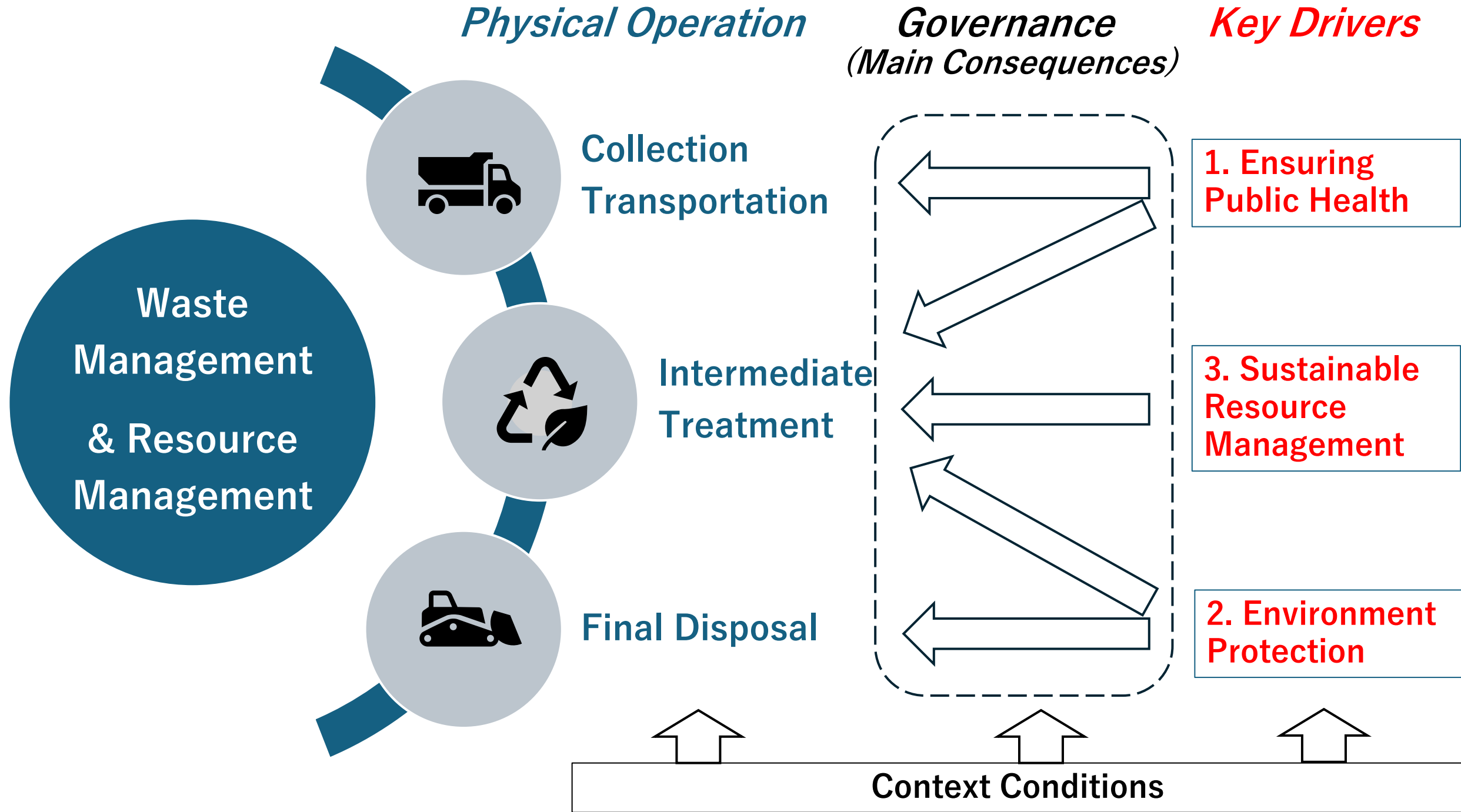
Assessment and Indicators

1. **Key Drivers**

2. **Governance** (**Common**)

3. **Governance** (**Financial**)

19 indicators

4. **Context Conditions**

5. **Physical** (**Waste Management and Material Cycle**)

6. **Capacity Assessment**

Governance Requirements

1. Legal and Institutional Framework
2. Strategic Policy Alignment
3. Organizational Structure & Roles
4. Transparency of Decision-making
5. Public Participation
6. Accountability Mechanisms
7. Rule of Law in Implementation
8. Integrity and Anti-Corruption Measures
9. Procurement Fairness
10. Equity in Service Provision

11. Monitoring & Evaluation (M&E) Systems
12. Knowledge Management & Learning
13. Environmental and Social Safeguards
14. Adaptability & Resilience
15. Inter-agency and Multi-level Coordination
16. Budget Adequacy
17. Financial Sustainability
18. Cost-effectiveness
19. Financial Accountability & Audit

Governance Requirements (Total 19 Indicators) [1]

SN	Governance Requirement	Summary of Evaluation Criteria
1	**Legal and Institutional Framework**	Existence and enforcement of laws/regulations for project planning, implementation, and oversight.
2	**Strategic Policy Alignment**	Consistency of the project with national/local development strategies and sectoral policies.
3	**Organizational Structure & Roles**	Clear definition of responsibilities and coordination mechanisms among concerned agencies.
4	**Transparency of Decision-making**	Public disclosure of project plans, budgets, and contracts.
5	**Public Participation**	Mechanisms for stakeholder consultation, especially inclusion of marginalized groups.

Each item can be scored on a scale (e.g., 0 = absent, 1 = partially implemented, 2 = fully implemented).

Governance Requirements (Total 19 Indicators) [2]

SN	Governance Requirement	Summary of Evaluation Criteria
6	**Accountability Mechanisms**	Systems for monitoring, reporting, and sanctioning non-compliance.
7	**Rule of Law in Implementation**	Fair and impartial enforcement of regulations related to the project.
8	**Integrity and Anti-Corruption Measures**	Adoption of preventive and corrective measures against fraud and corruption.
9	**Procurement Fairness**	Competitive and transparent tendering processes, compliance with procurement laws.
10	**Equity in Service Provision**	Fair distribution of benefits and services across regions and social groups.

Each item can be scored on a scale (e.g., 0 = absent, 1 = partially implemented, 2 = fully implemented).

Governance Requirements (Total 19 Indicators) [3]

SN	Governance Requirement	Summary of Evaluation Criteria
11	**Monitoring & Evaluation (M&E) Systems**	Existence and use of indicators, baselines, and evaluation frameworks.
12	**Knowledge Management & Learning**	Documentation of lessons learned and integration into future planning.
13	**Environmental and Social Safeguards**	Compliance with environmental laws, social impact mitigation, and community consent.
14	**Adaptability & Resilience**	Capacity to adjust to changing socio-economic or environmental conditions.
15	**Inter-agency and Multi-level Coordination**	Effective collaboration between national, regional, and local actors, including cross-sector integration.

Each item can be scored on a scale (e.g., 0 = absent, 1 = partially implemented, 2 = fully implemented).

Governance Requirements (Total 19 Indicators) [4] Financial Indicators

SN	Governance Requirement	Summary of Evaluation Criteria
16	**Budget Adequacy**	Allocation of sufficient funds to meet project objectives without recurring shortfalls.
17	**Financial Sustainability**	Ability to maintain operations and services beyond initial funding period.
18	**Cost-effectiveness**	Efficient use of resources to achieve maximum outputs and outcomes.
19	**Financial Accountability & Audit**	Regular financial reporting, independent audits, and public disclosure of results.

Each item can be scored on a scale (e.g., 0 = absent, 1 = partially implemented, 2 = fully implemented).

Assessment of the Governance Requirements (19 items) for selected ACCP Member 226 cities from 47 countries (as of 31 July 2025).
Sources: City and Country profiles, Good Practice and WACT reports on the Knowledge Platform (https://www.africancleancities.org/member-countriesand-cities), and published information

Results of the Governance Requirements For African Cities and Countries

Scoring of qualitative 19 indicators
2.0: Completed
1.0: Partly done
0.0: Not yet

Data Source
ACCP City and Country profiles, Good Practice and WACT reports, and published information

Country	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	Score
Angola	1.1	1	1	0.3	0.3	0.4	0.8	0.2	0.2	0.5	0.4	0.4	0.5	0.5	0.6	0.9	0.8	0.4	0.3	0.56
Benin	1	1	0.9	0.3	0.3	0.3	0.7	0.2	0.2	0.4	0.6	0.3	0.4	0.4	0.5	0.2	0.5	0.3	0.3	0.46
Botswana	1.8	1.8	1.9	1.2	0.9	1.1	1.5	0.9	0.9	1	1.1	1.2	1.5	1.2	1.3	1.2	1.3	1	0.9	1.25
Burkina Faso	1.5	1.2	1.1	0.3	0.4	0.6	0.9	0.3	0.4	0.5	0.2	0.4	0.8	0.6	0.8	0.2	0.2	0.3	0.3	0.58
Cameroon	1	1.2	0.9	0.6	0.6	0.8	1.1	0.6	0.7	0.7	0.8	0.8	1.2	0.8	0.9	1.2	1	0.8	0.8	0.87
Central African	1	1	0.8	0.3	0.4	0.5	0.7	0.3	0.4	0.4	0.3	0.6	1	0.6	0.9	0.8	0.6	0.5	0.5	0.61
Chad	1	1.3	1.1	0.6	0.6	0.7	1	0.6	0.6	0.7	0.6	0.8	1	0.8	1	0.5	0.6	0.6	0.6	0.77
Comoros	0.6	0.5	0.7	0.3	0.4	0.5	0.6	0.3	0.4	0.5	0.2	0.4	0.6	0.5	0.7	0.2	0.4	0.3	0.3	0.44
Côte d'Ivoire	0.8	0.9	1.3	0.6	0.7	0.8	1	0.7	0.7	0.8	0.6	0.8	0.9	0.8	1	1.5	1.3	1	0.9	0.90
DR Congo	1	1.2	1	0.5	0.5	0.7	0.8	0.4	0.5	0.5	0.5	0.7	0.7	0.6	1	0.2	0.4	0.5	0.4	0.64
Djibouti (City)	1.2	1.2	1.5	0.9	0.8	0.9	1.2	0.9	0.9	1	1.2	1	0.8	1	1	1.1	0.9	0.9	0.9	1.02
Egypt	1.6	1.4	1.3	1	0.9	1.1	1.3	1	1	0.9	1.2	1.1	1.3	1.1	1.2	1.2	1.1	1	1	1.14
Ethiopia	1.6	1.4	1.2	0.8	0.8	0.9	1.2	0.8	0.8	0.8	0.6	0.9	1.2	0.9	1.1	0.3	0.4	0.5	0.6	0.88
Ghana	1.2	1.2	1	0.7	0.7	0.8	1	0.7	0.7	0.7	0.6	0.8	1	0.8	1	0.2	0.5	0.5	0.6	0.77
Guinea	1.1	1.2	1	0.6	0.6	0.7	0.9	0.6	0.6	0.7	0.3	0.7	0.9	0.7	1	0.6	0.7	0.6	0.6	0.74
Lesotho	0.6	0.6	0.8	0.4	0.5	0.5	0.6	0.5	0.5	0.5	0.3	0.5	0.4	0.5	0.8	0.3	0.5	0.4	0.4	0.51
Madagascar	1.2	0.6	0.9	0.6	0.6	0.7	0.9	0.6	0.6	0.7	0.8	0.7	0.8	0.7	0.9	0.3	0.9	0.6	0.6	0.72
Malawi	1.4	1.2	1.1	0.7	0.7	0.8	1	0.7	0.8	0.6	0.7	0.8	0.9	0.8	1	0.6	0.7	0.6	0.6	0.83
Mozambique	1.6	1.2	1	0.7	0.7	0.8	0.8	0.8	0.9	0.7	0.6	0.8	1.2	0.9	1.1	0.3	0.5	0.6	0.6	0.83
Namibia	1.5	1.4	1	0.9	0.8	0.9	1.1	1	1	0.8	0.8	0.9	1.1	1	1.1	0.9	0.8	0.8	0.9	0.98
Niger	1	0.6	0.9	0.5	0.6	0.6	0.8	0.6	0.6	0.6	0.2	0.6	0.7	0.6	1	0.1	0.6	0.5	0.5	0.61
Nigeria	0.9	1.4	1	0.8	0.8	0.8	0.9	0.8	0.8	0.7	0.7	0.9	0.8	0.8	1	1.1	0.6	0.6	0.7	0.85
Congo	0.4	0.7	0.9	0.4	0.6	0.5	0.5	0.5	0.7	0.5	0.3	0.5	0.2	0.5	0.8	0.5	0.7	0.5	0.5	0.54
Senegal	0.8	1.2	1.1	0.8	0.7	0.7	0.9	0.7	0.8	0.7	1.2	0.8	0.9	0.8	1	1.1	0.7	0.7	0.7	0.86
Sudan	1.1	0.9	0.9	0.5	0.5	0.5	0.6	0.5	0.6	0.4	0.1	0.5	0.6	0.6	0.8	0.1	0.2	0.3	0.3	0.53
South Sudan	0.2	0.2	0.6	0.4	0.4	0.4	0.4	0.5	0.6	0.3	0.2	0.4	0.4	0.5	0.6	0.4	0.4	0.4	0.5	0.41
Zambia	1.4	0.8	1	0.6	0.6	0.6	1	0.7	0.7	0.6	0.3	0.6	1.2	0.7	1	0.2	0.4	0.5	0.5	0.71
Zimbabwe (Bula	1.3	0.6	1.2	0.8	1	0.8	1	0.8	0.9	0.9	0.9	0.8	1.1	0.9	1	1	1.1	0.9	0.8	0.94
Kenya (Nairobi)	0.7	1.1	0.9	0.7	0.7	0.6	0.7	0.7	0.7	0.6	1.3	1	0.8	0.9	1	0.5	0.6	0.5	0.6	0.77
Average	1.09	1.03	1.03	0.61	0.62	0.69	0.89	0.62	0.66	0.64	0.61	0.71	0.86	0.74	0.93	0.61	0.67	0.59	0.59	0.75

| 2-1.5 ■ (green) | 1.5> ■ (blue) | 1> ■ (yellow) | 0.5> ■ (red) |

Common Challenges within the 19 Governance and Financial Requirements

Governance Requirements

4. Transparency of Decision-making

5. Public Participation

8. Integrity and Anti-Corruption Measures

10. Equity in Service Provision

11. Monitoring & Evaluation (M&E) Systems

Financial Requirements

16. Budget Adequacy

18. Cost Effectiveness

19. Financial Accountability & Audit

Addressing these governance challenges is essential (**Averaged Score < 0.66**) when making investments in integrated solid waste management.
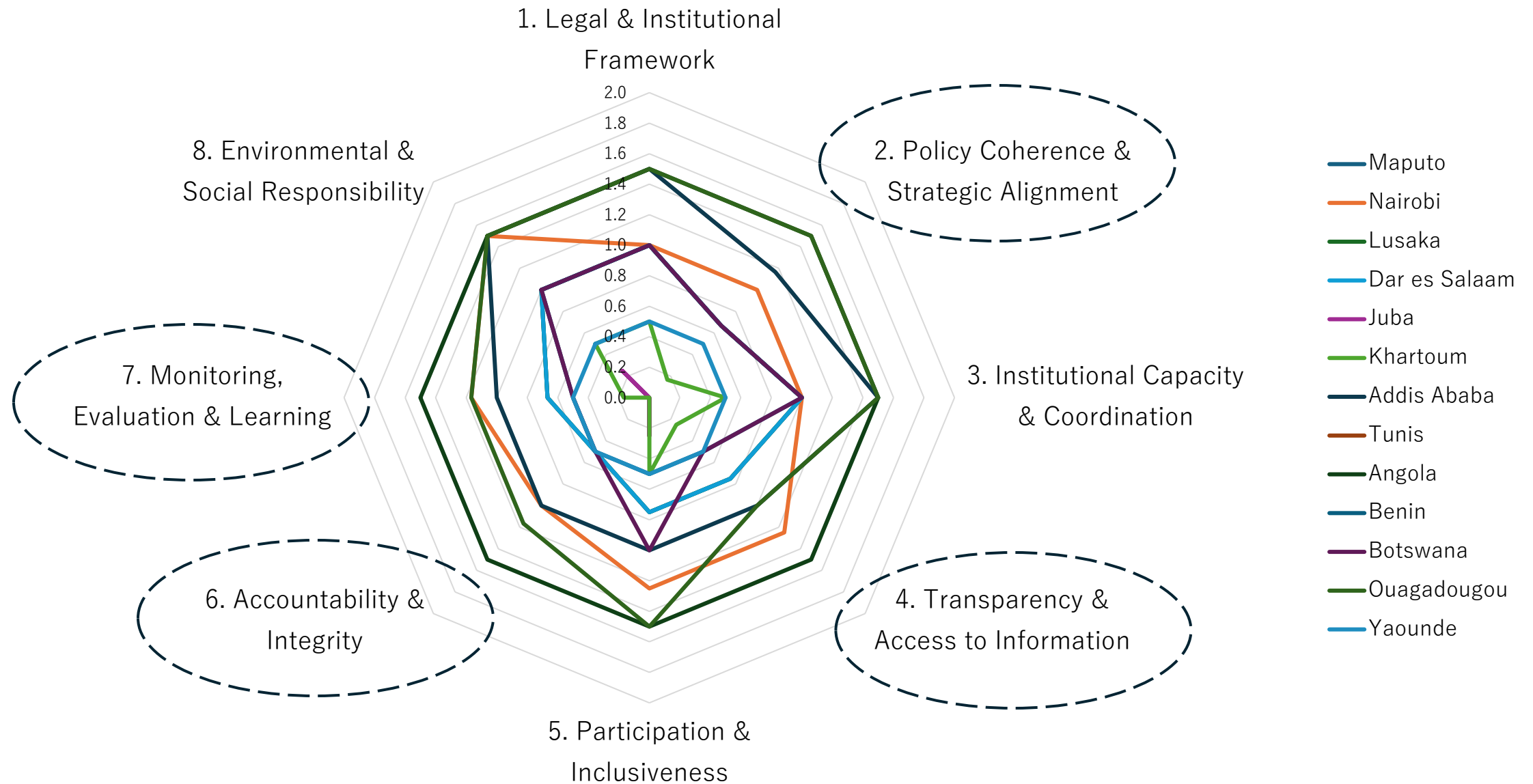
8 categories of the Governance

1. Legal & Institutional Framework

2. Policy Coherence & Strategic Alignment

3. Institutional Capacity & Coordination

4. Transparency & Access to Information

5. Participation & Inclusiveness

6. Accountability & Integrity

7. Monitoring, Evaluation & Learning

8. Environmental & Social Responsibility

Based on the categorization by UNDP (2014)

19 Indicators of the Governance Requirements

1. Legal and Institutional Framework
2. Strategic Policy Alignment
3. Organizational Structure & Roles
4. Transparency of Decision-making
5. Public Participation
6. Accountability Mechanisms
7. Rule of Law in Implementation
8. Integrity and Anti-Corruption Measures
9. Procurement Fairness
10. Equity in Service Provision
11. Monitoring & Evaluation (M&E) Systems
12. Knowledge Management & Learning
13. Environmental and Social Safeguards
14. Adaptability & Resilience
15. Inter-agency and Multi-level Coordination
16. Budget Adequacy
17. Financial Sustainability
18. Cost-effectiveness
19. Financial Accountability & Audit

Good Practices in African Cities

Good Practice by ACCP Member Cities/Countries

Good Practice	City, Country	Brief Description
Home vermi-composting	Harare **Zimbabwe**	Vermi-composting of separated organic waste for waste reduction at source (communities and households).
Food banks	**South Africa** **Nigeria**	Food Bank/Drive initiatives for reducing the generation of food waste, and redistribution of food.
FTFP collection	Khartoum **Sudan**	Fixed Time Fixed Place collection for optimizing collection service and improve the cost recovery.
Decentralization system	Moshi **Tanzania**	Formal by-law adopted to decentralize SWM, Wards responsible for waste management community-based organizations (CBOs).
Source segregation	Mombasa **Kenya**	Transition from collection of mixed wastes to segregation at source with a focus on the circular economy.
TakaTaka Solutions	Nairobi **Kenya**	Integrated collection and processing, . Material recovery and Waste diversion by sorting, Recycling & Composting Facilities
Decentralization of SWM	Zanzibar **Zimbabwe**	Defined the municipality's responsibility for source segregated waste handling, promotion of household participation.
3Rs Promotion	Maputo **Mozambique**	Introduction of 3Rs policy for the SWM master plan, enhancing awareness raising, and 3Rs Stations for buying recyclables
Landfill improvement	Addis Ababa **Ethiopia**	Koshe-Reppie Dumpsite Rehabilitation Project. Improvement of landfill management.

Common Factors in Good Practices

Good Practice ACCP	Zanzibar (Planning)	Maputo (3Rs)	Addis Ababa (Dump Rehab)	Buhera (Community-based)	Nairobi (Recovery)	Mombasa (Collection)	Moshi (Collection)	Kigali (Integrated SWM)	Khartoum (Collection Reform)	Harare (Reduction)	Sum
Policy & Strategic Planning	0	1	0	0	0	1	0	0	0	1	3
Legal & Regulatory Framework	0	0	0	0	1	0	1	1	1	0	4
Institutional Coordination	1	0	1	1	1	1	1	1	1	1	9
Financial Sustainability	0	0	1	1	1	0	1	0	0	0	4
Public-Private Partnership	0	1	1	1	1	1	1	0	1	1	8
Community Engagement	0	1	0	1	0	1	1	0	0	0	4
Data & Information Systems	0	0	0	0	0	1	1	0	1	1	4
Monitoring & Enforcement	1	1	0	1	0	1	1	1	0	1	7
Capacity Development	0	1	0	1	0	0	1	0	1	1	5
Innovation & Technology Adoption	1	0	1	1	1	1	1	1	1	0	8

Good Practices shows that "Institutional coordination", "Public-Private Partnership", "Monitoring & Enforcement", and "Innovation & Technology Adaptation" are common factors in the improvement of Governance of waste management and material cycling.

Conclusions

- Improvements in waste management should be considered from two perspectives: the **physical** management of waste materials itself and the **governance** of waste management. The three drivers move these efforts; ensuring public health, environmental protection, and resource management.

- The newly compiled qualitative composite indicators, which evaluate 19 Governance Requirements and Drivers, clarify the needs to be strengthened.

- According to the results, "Policy Coherence & Strategic Alignment", "Transparency & Access to Information", "Accountability & Integrity", and "Monitoring, Evaluation and Learning" are common challenges for African cities.

- There is a need to support capacity development (CD) at the individual, organizational, institutional and societal levels to address these challenges.

Thank you for your attention.

Disclaimer: The views expressed in this presentation are not necessarily reflect the official position of ACCP, JICA and relevant organizations.

AFRICAN CLEAN CITIES PLATFORM

PLATE-FORME AFRICAINE DES VILLES PROPRES

APPENDIX

19 Governance Requirements and Indicators
in Municipal Integrated Waste Management

S/N	Governance Requirement	Indicator	Detailed criteria for rating
1	**Legal and Institutional Framework**	Clarity of Mandates, Service Standards, Official Roles & Responsibilities	Score 0 – Fragmented or outdated legal base; no comprehensive solid waste law/bylaws; unclear mandates; weak alignment with international conventions.
			Score 0 to 1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			Score 1 – Core law/bylaws exist but with gaps (e.g., secondary regulations, service standards, guidelines, licensing); partial alignment across national–local levels.
			Score 1 to 2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			Score 2 – Comprehensive, up-to-date legal framework with clear mandates, service standards, permitting/licensing, and vertical alignment; consistent with intl. conventions (e.g., Basel Convention); periodic review mechanism in place.

S/N	Governance Requirement	Indicator	Detailed criteria for rating
2	Strategic Policy Alignment	Strategic Planning & Policy Coherence	0 – No sector strategy; actions are ad-hoc and not linked to national plans.
			Score 0 to 1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			1 – Strategy exists but outdated or poorly costed; weak linkage to climate/circular economy strategies.
			Score 1 to 2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			2 – Current, costed waste strategy aligned with national development, climate and circular economy policies; measurable targets and implementation plan.

S/N	Governance Requirement	Indicator	Detailed criteria for rating
3	Organizational Structure & Roles	Clarity of mandates, roles/responsibilities and reporting lines	0 – Responsibilities and reporting lines are unclear; overlapping mandates across ministries/municipal units; no RACI*.
			Score 0 to 1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			1 – Roles defined on paper but coordination or delegation unclear; occasional duplication.
			Score 1 to 2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			2 – Roles/responsibilities and reporting lines are explicit (e.g., organograms/RACI); mandates non-overlapping; clear delegation to utilities/contractors.

* RACI is a responsibility assignment matrix in governance to clarify who does what for each task, decision, or deliverable. See next page.

RACI Matrix

Letters	Meaning	Purpose
R – **Responsible**	The person(s) who do the work to complete the task.	Ensures someone is actively executing.
A – **Accountable**	The person ultimately answerable for the correct completion and decision-making; there must be exactly one A per task.	Avoids "too many bosses" confusion.
C – **Consulted**	People who must be consulted before a decision or action is taken (two-way communication).	Ensures inputs from relevant stakeholders.
I – **Informed**	People who must be kept informed after a decision/action (one-way communication).	Keeps relevant parties updated without overloading decision-making.

S/N	Governance Requirement	Indicator	Detailed criteria for rating
4	Transparency of Decision-making	Public disclosure of project plans, budgets, and contracts.	Score 0 – Budgets, contracts, and performance info not disclosed.
			0<Score<1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			Score 1 – Partial disclosure (selected budgets/contracts) with delays or non-standard formats.
			1<Score2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			Score 2 – Timely, proactive disclosure of plans, budgets, procurement, and KPIs on official portals; open data access.

S/N	Governance Requirement	Indicator	Detailed criteria for rating
5	Public Participation	Mechanisms for stakeholder consultation, especially inclusion of marginalized groups.	0 – No formal consultation; complaints unmanaged.
			Score 0 to 1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			1 – Ad-hoc consultations with limited feedback loops; grievance channels exist but weak.
			Score 1 to 2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			2 – Institutionalized, inclusive participation (women, youth, informal sector) with documented feedback influencing decisions; functional grievance redress.

S/N	Governance Requirement	Indicator	Detailed criteria for rating
6	Accountability Mechanisms	Systems for monitoring, reporting, and sanctioning non-compliance.	0 – No oversight, audit, or sanctions for non-performance.
			Score 0 to 1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			1 – Oversight/audit exists but irregular; sanctions seldom applied.
			Score 1 to 2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			2 – Regular oversight (council, regulators, SAIs (Supreme Audit Institutions)); performance compacts; sanctions/remedies applied; service charters with redress.

S/N	Governance Requirement	Indicator	Detailed criteria for rating
7	Rule of Law in Implementation	Fair and impartial enforcement of regulations related to the waste management project.	Score 0 – Regulations unenforced; widespread illegal dumping/burning.
			Score 0 to 1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			Score 1 – Spotty enforcement; penalties rarely collected.
			Score 1 to 2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			Score 2 – Predictable, non-discriminatory enforcement; inspections documented; penalties and corrective actions applied.

S/N	Governance Requirement	Indicator	Detailed criteria for rating
8	Integrity and Anti-Corruption Measures	Adoption of preventive and corrective measures against fraud and corruption.	0 – No anti-corruption controls in the waste chain.
			Score 0 to 1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			1 – Basic codes/conflict-of-interest forms; whistle-blowing channels but limited use.
			Score 1 to 2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			2 – End-to-end integrity system (CoI (Conflict of Interest), asset declarations, complaints hotline, contract/audit analytics)* with protections and follow-up.

S/N	Governance Requirement	Indicator	Detailed criteria for rating
9	Procurement of Fairness	Competitive and transparent tendering processes, compliance with procurement laws.	0 – Direct awards common; unclear criteria.
			Score 0 to 1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			1 – Competitive tenders occur but with limited transparency or bid challenge.
			Score 1 to 2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			2 – Competitive, transparent tenders with e-procurement, clear award criteria, debriefing, and bid-challenge mechanism; performance-based clauses.

S/N	Governance Requirement	Indicator	Detailed criteria for rating
10	Equity of Service Provision	Fair distribution of benefits and services across regions and social groups.	0 – Large service gaps in informal/low-income areas; no inclusion measures.
			Score 0 to 1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			1 – Partial coverage; pilots for low-income areas but limited funding.
			Score 1 to 2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			2 – Universal access roadmap with targeted subsidies/PSPs (Private Sector Partners); gender/social inclusion tracked by KPIs (Key Performance Indicators).

S/N	Governance Requirement	Indicator	Detailed criteria for rating
11	Monitoring & Evaluation (M&E) Systems	Existence and use of indicators, baselines, and evaluation frameworks.	0 – No indicators/baselines; no routine reporting.
			Score 0 to 1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			1 – Select indicators tracked but irregular; weak QA/QC (Quality Assurance / Quality Control).
			Score 1 to 2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			2 – KPI (Key Performance Indicators) framework with baselines/targets; routine reporting & independent evaluations; results inform planning/budgeting.

* Quality Assurance (QA) – Process-focused, Quality Control (QC) – Output-focused

S/N	Governance Requirement	Indicator	Detailed criteria for rating
12	Knowledge Management & Learning	Documentation of lessons learned, sharing knowledge and integration into future planning.	0 – No documentation of SOPs (Standard Operation Procedures)/lessons.
			Score 0 to 1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			1 – SOPs exist but limited dissemination; lessons not institutionalized.
			Score 1 to 2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			2 – SOPs, manuals, and after-action reviews maintained; staff training/CoPs; continuous improvement cycle.

S/N	Governance Requirement	Indicator	Detailed criteria for rating
13	Environmental and Social Safeguards	Compliance with environmental laws, social impact mitigation, and community consent.	0 – EIAs/ESMPs (Environmental Impact Assessment /Environmental and Social Management Plans) not required or not implemented.
			Score 0 to 1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			1 – EIAs/ESMPs prepared but mitigation/monitoring partial.
			Score 1 to 2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			2 – Safeguards applied across facilities (landfills, transfer stations, MRFs (Material Recovery Facilities), WtE (Waste-to-Energy)); monitoring & disclosure; grievance mechanisms.

S/N	Governance Requirement	Indicator	Detailed criteria for rating
14	Adaptability & Resilience	Capacity to adjust to changing socio-economic or environmental conditions.	0 – No contingency planning for shocks/stressors.
			Score 0 to 1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			1 – Draft contingency or business continuity plans exist but untested.
			Score 1 to 2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			2 – Climate/disaster/resilience considerations embedded (flood-proofing, fuel shocks); BCPs (Business Continuity Plans)* tested; continuity KPIs.

* A Business Continuity Plan (BCP) is a strategic and operational framework that ensures an organization can continue delivering essential services during and after a disruption, such as natural disasters, epidemics, political unrest, or infrastructure failures. BCPs aim to minimize downtime and protect critical operations, people, and assets.

S/N	Governance Requirement	Indicator	Detailed criteria for rating
15	Inter-agency and Multi-level Coordination	Effective collaboration between national, regional, and local actors, including cross-sector integration.	0 – No vertical/horizontal coordination on waste/C&E (3R, climate).
			Score 0 to 1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			1 – Inter-ministerial/local forums exist but infrequent.
			Score 1 to 2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			2 – Regular vertical/horizontal* platforms with formal decisions; joint programs with finance, health, environment.

* Vertical platforms = Coordination across levels of government (national ↔ regional ↔ municipal). Horizontal platforms = Coordination across sectors or departments at the same level of government.

S/N	Governance Requirement	Indicator	Detailed criteria for rating
16	Budget Adequacy	Allocation of sufficient funds to meet project objectives without recurring shortfalls.	0 – No dedicated budget line or chronic shortfalls.
			Score 0 to 1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			1 – Budget line exists but insufficient/volatile; arrears common.
			Score 1 to 2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			2 – Predictable, adequate O&M (Operation and Maintenance cost, of OPEX (Operational Expenditure)) and CAPEX (Capital Expenditure) envelopes; MTBF/MTEF (Medium-Term Budget Framework / Medium-Term Expenditure Framework)* links to plans.

* "MTBF/MTEF links to plans" is referring to public financial management concepts — and it's about ensuring that budgeting frameworks are directly connected to strategic and operational plans.

S/N	Governance Requirement	Indicator	Detailed criteria for rating
17	Financial Sustainability	Ability to maintain operations and services beyond initial funding period.	0 – No revenue streams; reliant on ad-hoc transfers.
			Score 0 to 1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			1 – Partial cost recovery through tariffs/levies; affordability not assessed.
			Score 1 to 2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			2 – Diversified, sustainable revenues (tariffs, property rates, EPR (Extended Producer Responsibility), tipping fees) with affordability analysis and targeted subsidies.

S/N	Governance Requirement	Indicator	Detailed criteria for rating
18	Cost Effectiveness	Efficient use of resources to achieve maximum outputs and outcomes.	0 – No VFM (Value for Money)* controls; unit costs unknown; frequent overruns.
			Score 0 to 1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			1 – Some VFM tools (benchmarks, route optimization pilots) but not systematic.
			Score 1 to 2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			2 – Systematic VFM (benchmarking, route optimization, lifecycle costing, contract KPIs) with periodic efficiency reviews.

* VFM – Value for Money: A principle in public financial management to ensure that resources are used efficiently, effectively, and economically to achieve desired outcomes.

S/N	Governance Requirement	Indicator	Detailed criteria for rating
19	Financial Accountability & Audit	Regular financial reporting, independent audits, and public disclosure of results.	0 – No public financial statements; no independent audit.
			Score 0 to 1 - If the score is between 0 and 1, the score will be assigned a value between 0 and 1 based on the both criteria.
			1 – Irregular or non-public audits; action plans not followed.
			Score 1 to 2 - If the score is between 1 and 2, the score will be assigned a value between 1 and 2 based on the both criteria.
			2 – Regular, timely, public financial statements; independent audits and follow-up on audit recommendations.