

# Start Your Waste Recycling Business

A TECHNICAL STEP-BY-STEP-GUIDE OF HOW  
TO START A COMMUNITY-BASED  
WASTE RECYCLING BUSINESS

# Start Your Waste Recycling Business Trainers Guide



INTERNATIONAL LABOUR  
OFFICE

# Start Your Waste Recycling Business

## Trainers Guide

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This Training Material is based on a training package that was originally produced in 2001 for the Sustainable Lusaka Programme by a task force of the International Labour Organization:

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# Start Your Waste Recycling Business seminar session plans

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## Introduction

The aim of the Start Your Waste Recycling Business programme is to enable participants to develop Business Plans based on their business ideas. Participants will learn and discuss about the environment in which they operate, roles of various stakeholders, technical aspects with regards to waste handling and management, ideas of what opportunities there are in waste recycling and hints on recycling and composting techniques. This knowledge will be used to develop a business plan in the second half of the course.

The roles of the trainer, the Start Your Waste Recycling Manual and resource persons are to support the participants in preparing their Business Plans. To facilitate this process it is recommended that, brief lectures are mixed with discussions and group work and where possible practical demonstrations.

The recommended session plans are all based on corresponding chapters in the Start Your Waste Recycling technical and business Manuals.

Before using the session plans, adapt them to suit yourself and the participants in your seminar. For each session, a time range is suggested. This time range suggests the minimum and maximum time it may take to cover that session. To decide the time you will allocate to a session in a seminar, assess:

- the level of the participants
- the type of businesses they plan to start
- the total time available for the seminar.

You may wish to use other methods to complement those suggested in the recommended session plans. Use the method that will assist the participants to complete their Business Plans.

The tentative course programme is provided overleaf followed by the technical and business management session plans

\*\* ) Note that following the pilot training in Harare in November 2007, it became clear that more time should be allocated to the training if all the subjects are to be included. An estimated 2-3 days extra would be recommended.

## **\*\*) Proposed course programme Start Your Waste Recycling Business**

<b>Time</b>	<b>Day 1</b>	<b>Day 2</b>	<b>Day 3</b>	<b>Day 4</b>	<b>Day 5</b>
8.30-9.30	Registration Introductions Workshop objectives	Types of SW generation rates <i>[SIRDC]</i>	The business plan and your business idea <i>[Royal Trust]</i>	Costing your products and services <i>[Royal Trust]</i>	Plan your finances <i>[Royal Trust]</i>
9.30-10.30	ILO MoE&T <i>[ILO]</i>	Re use, recycling, composting, Waste Cycle <i>[SIRDC]</i>	Develop your marketing plan <i>[Royal Trust]</i>	Costing your products and services <i>[Royal Trust]</i>	Plan your finances <i>[Royal Trust]</i>
10.30-11.00	TEA	TEA	TEA	TEA	TEA
11.00-12.00	Introduction to solid waste management <i>[ILO, City of Harare]</i>	Re use, recycling, composting <i>[SIRDC]</i>	Develop your marketing plan <i>[Royal Trust]</i>	Costing your products and services <i>[Royal Trust]</i>	Plan your finances <i>[Royal Trust]</i>
12.00-13.00	Laws regulations etc pertaining to waste management <i>[EMA, ZELA]</i>	Re use, recycling, composting <i>[SIRDC]</i>	Define form of business <i>[Royal Trust]</i>	Calculate your required start up capital <i>[Royal Trust]</i>	Manage your finances <i>[Royal Trust]</i>
13.00-14.00	LUNCH	LUNCH	LUNCH	LUNCH	LUNCH
	Community participation, roles, gender and contracts <i>[ILO, City of Harare]</i>	Re use, recycling, composting, Routing <i>[SIRDC]</i>	Assign business tasks <i>[Royal Trust]</i>	Field visit <i>[SIRDC]</i>	Action plan for finalising the business plan <i>[Royal Trust]</i>
15.20-15.40	TEA	TEA	TEA		TEA
	Community participation, communication and association building <i>[ILO, ZUEWMT]</i>	Working conditions and occupational safety and health <i>[ILO]</i>	Costing your products and services <i>[Royal Trust]</i>		Summary and closing <i>[ILO]</i>

# 1. An overview of solid waste management

- Materials:**
- Start Your Waste Recycling Technical Manual
  - Questionnaire
  - Flip chart or chalkboard

**Duration:** 1-2 hours

- Objectives:** By the end of the session participants will be able to:
- Define what is waste and distinguish between solid waste and liquid waste
  - Identify various waste problems and opportunities and appreciate the need for solid waste management and the risk of waste mismanagement.
  - Understand solid waste management in general and in Zimbabwe in particular.
  - Describe what is involved in community based solid waste management.

Time minutes	Content	Method	Materials
5	Objectives	Lecture	Flip chart
20	What is Waste? Difference between solid and liquid waste? Is waste a problem/opportunity? What can be done about the waste situation?	Brief lecture Plenary discussion	Flip chart Page 1-6
20-30	Exercise questionnaire	Individuals of groups	Questionnaire Page 12-14
10-30	Analysis of responses	Plenary discussion, based on responses to the questionnaire	Flipchart
20-30	Solid waste management What is it? Why is it important? What is the situation in Harare? What is community based solid waste management?	Brief lecture Plenary discussions	Flip chart Box 1.1 Page 6-11
5	Summary and conclusions		

## **Task for the trainer**

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Provide the questionnaire to each participant upon arrival and advise on how the questionnaire is to be filled.

Responses to the questionnaire should be discussed in plenary and kept by trainer at the end of the session. This will help the trainer:-

- Know what participants already know
- Know what the waste situation is like in the participant's compounds
- Know Participants expectations or fears and what they are likely to learn
- Fine tune their facilitation
- Check training against participant's expectations.

Start the session by posing the question "what would you do if someone dumped waste near your house". Write the responses on the flipchart and initiate a discussion what problems are caused by waste.

Go through page 1-6 and guide the discussion to highlight what waste is and what to do with waste.

To emphasise that waste is a problem for everyone, but also an opportunity, discuss in plenary the responses to the questionnaire.

All presentations and dialogue coming out from the questionnaire should be considered correct.

Go through page 6-11 and guide the discussion to highlight the importance of solid waste management

Facilitate a discussion on how others deal with waste making reference to page 5-6, the chart on page 6 and experiences in Dar-es-Salaam page 7.

## 2. Laws, regulations and policies governing solid waste management

- Materials:**
- Start Your Waste Recycling Technical Manual
  - Group work exercise
  - Flip chart or chalkboard

**Duration:** 1-2 hours

- Objectives:** By the end of the session participants will be able to:
- explain the legislation and policy that regulate solid waste management in Zimbabwe, and understand how these will affect community based operations.

Time minutes	Content	Method	Materials
5	Objective	Lecture	Flip chart
5-10	What laws and regulations in solid waste management are known to participants? Which ones are practised?	Plenary discussion	Flip chart
20-60	Explanations of main laws and regulations concerning solid waste management in Zambia and objectives of the National Waste Strategy for Zimbabwe. Theory and practice of their enforcement	Lecture Plenary discussion	Flip chart Page 15-19
20-40	Alternative ways to make people participate in solid waste management	Group work to give alternatives	Group work instructions Flip chart Page 24
20-30	Discussion on relevance, strength and weakness of laws and enforcement	Plenary discussion	Flip chart Page 20-21
5	Summary and conclusions	Discussion	Flip chart

## Task for the trainer

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This session is to be facilitated jointly by legal speakers from Zimbabwe Environmental Lawyers Association (ZELA) and Environmental Management Agency (EMA) of Zimbabwe.

Note that the language of law is difficult or complicated. At the same time rules have to be quoted (appear the way they are written). Clarification of the rules using simple terms and language is essential for participants to understand better.

Ensure the Environmental ZELA and EMA are contacted at least a week before the training to check whether there is somebody to facilitate this session. The facilitator from ZELA/EMA should be provided with this session programme and relevant handouts.

Alternatively, legal documents have to be available and trainers will be required to investigate the issues in advance and be prepared to give relevant presentations. Page 15-19 gives some additional information.

- Start the session by asking the participants if there exist any rules or laws with regard to solid waste. If they say yes request them to state what they know. Write responses on the Flipchart
- Discuss and give facts on main laws and regulations for solid waste management. Page 15-19 can be helpful.
- Discuss objectives of the draft National Waste Management Strategy, how stakeholders can participate to formulate/finalise this strategy and the ways it may affect or impact on community based enterprises. Page 21-23
- In the group exercise, let participants discuss whether laws and regulations are sufficient and whether these are enforced and effective, if not they should brainstorm in groups on alternative ways to make people participate in solid waste management. Page 24
- In plenary discuss strengths and weaknesses of present laws and their enforcement as well as alternative ways.
- Summarise with best options or alternative.

### 3. Community participation, roles of stakeholders, gender roles and community contracts

- Materials:**
- Start Your Waste Recycling Technical Manual
  - Group work exercises
  - Flip chart or chalkboard

**Duration:** 2-4 hours

- Objectives:** By the end of the session participants will be able to:
- State the importance of community participation
  - Explain the roles of Local Authorities (City of Harare), District Offices, EMA, Waste CBEs, the community and other stakeholders in the Solid Waste Management system.
  - Identify gender roles and responsibilities of both men and women in Solid Waste Management and strategies on how best they can be utilised to benefit both men and women.
  - Understand the advantages of using simple contracts and identify the different roles of the contract partners.

Time minutes	Content	Method	Materials
5	Objectives	Lecture	Flipchart
20	Who are the Stake holders How are they involved and when are they involved?	Plenary discussion	Flipchart Page 27
20-60	What are the best options or alternatives for the roles of City of Harare, Waste collectors/recyclers, Citizens and other Stakeholders.	Group Work. List activities/roles in waste management.	Group work Exercise 1& 2 Page 29
20-40	Analysis of group work results, Community participation in waste management What exist? How is the community currently involved.	Presentations and plenary discussions	Flip chart Page 30-32

20-40	Gender awareness of participants. Difference between Sex and Gender. Gender roles.	Lecture and discussion	Flip chart Case study
20-40	Identification and analysis of gender roles in SWM; who handles waste at household level, in the community, during transport to the city dump, at the city dump. Who does the work, who gets paid, who takes decisions? Why is it this way?	Exercise Group work: Presentations and plenary discussion	Flipchart Group work exercise Page 38
10-20	What is a contract, advantage of contracts and different roles of client, contractor, consultant	Lecture Plenary discussion	Flip chart
10-20	Outline a Simple Contract Form	Lecture Plenary discussion	Flip chart Page 44-45 Simple contract form
10	Summary roles, gender and contracts. Conclusion and Recommendations	Lecture	Flipchart

## Task for the trainer

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- Ensure that the limitations and weaknesses of community involvement are highlighted and understood by the participants. Participants should also understand that a waste management system without community participation is unlikely to succeed.
- Find out how participants define participation. If their definition is narrow (e.g. only labour contribution) give examples of the different types of participation.
- Introduce the topic by asking the participants what they understand by the term ‘stakeholder’.
- Lead a discussion on the different roles of EMA, Local Authorities, District Offices and the community in waste management.
- Give the participants the assignment on group work (Exercise 1 and 2 Page 29). Participants should present their answers in plenary. Make sure that the participants do not pass on all the responsibilities to third parties.
- After the brief introduction to gender awareness, ask participants what is gender, what is sex, what are the differences between the two to check the extent of their knowledge on gender issues.
- Let participants do the group work as per instructions (page 38). Facilitate a discussion based on responses.
- Direct the discussion to ensure that participant understand how the different roles in the waste management can be handled equally well by women and men (and why or why not). E.g. transport of waste in the community, with wheelbarrows, collection of revenues, management of the waste enterprise, driving trucks, etc.
- It is important that the trainer tries to reduce the fear that people have when they see contracts. The normal experience with contracts is that it is very complicated and that you have to be a lawyer to understand them. The contract, we propose here should be simple and understandable for everybody. It should be made clear what the advantages are of contracting.
- Why would you make a contract? People are used to make verbal agreements. Afterwards conflicts can arise because people have a different understanding of what was agreed, forgot about it, have changed their minds or one of the persons involved in the agreement has left and the others do not exactly know what was agreed.
- Discussion points on contracts
  - Who are the key players in your settlement in relation to waste management or water supply?
  - What should their roles be in a contracting situation
  - Identify External Support Organisations

## 4. Types of solid waste & generation rates

- Materials:**
- Start Your Waste Recycling Technical Manual
  - LCD Projector and Laptop
  - Group work exercises
  - Flip chart or chalkboard

**Duration:** 1-2 hour

- Objectives:** By the end of the session participants will be able to:
- Identify the different types of solid waste
  - Calculate waste generation rates from different sources
  - Sort and weigh the waste
  - Participants will be aware of the best practices in solid waste management

Time minutes	Content	Method	Materials
5	Introduction *Definitions	Powerpoint presentations /discussion	LCD+Laptop Handout notes, Flipchart
10-20	Types of solid waste according to source, substance etc	Powerpoint presentations /discussion/Group work	LCD+Laptop, Page 46-50, Flipchart
10-20	Specific types of waste	Powerpoint presentations /discussion	LCD+Laptop Page 46-50, Flipchart
15-30	Waste composition	Powerpoint presentations /discussion	Page 51-55
20-30	Waste generation rates Calculations	Exercise	Page 56
5	Introduction to field exercise part I Sharing of experience by TWO BY TWO and CNM		Page 59-60

## 5. Re-use, recycling & composting

- Materials:**
- Start Your Waste Recycling Technical Manual
  - LCD Projector and Laptop
  - Group work exercises
  - Flip chart or chalkboard

**Duration:** 3-5 hours

- Objectives:** By the end of the session participants will be able to:
- Understand the current waste management practise in Zimbabwe
  - Understand the importance of re-use, recycling and composting and value addition to waste
  - Identify types of waste that can be recycled
  - Know how to recycle, re-use certain types of waste
  - Identify opportunities for recycling, re-use, composting and value addition
  - Understand the process of composting
  - Participants will be aware of the best practises in solid waste management

Time minutes	Content	Method	Materials
20	Introduction Waste Cycle & Waste Management Practices in Zimbabwe	Powerpoint presentations /discussion	LCD+Laptop, Page 62-67, Flipchart
45-60	Waste Re-use and Recycling	Powerpoint presentations /discussion/Group work	LCD+Laptop, Page 68-71, Flipchart
60-120	Recycling & Recycling as a business Guest presentation on recycling experiences by Practical Action Environment Africa	Powerpoint presentations /discussion , posters Guest lecture and discussions	LCD+Laptop, Page 71-75, Page 80 Flipchart
45-60	Composting & Value addition	Powerpoint presentations /discussion Group work	LCD+Laptop, Page 76-79, Flipchart

5	Introduction to Field Work Part II The experience of Composting group;- National Coalition for Sustainable Development in Epworth	Exercise	Page 81
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## 6. Routing and service scheduling

- Materials:**
- Start Your Waste Recycling Technical Manual
  - LCD Projector and Laptop
  - Group work exercises, area maps
  - Flip chart or chalkboard

**Duration:** 1-2 hours

- Objectives:** By the end of the session participants will be able to:
- Know the importance of routing and service scheduling in a waste collection business
  - Plan an effective routing and service schedule for their area of operation

Time minutes	Content	Method	Materials
5	Introduction *Definitions	Powerpoint presentations /discussion	LCD+Laptop, Page 83, Flipchart
10-20	Challenges to routing in Zimbabwe	Powerpoint presentations /discussion. Questions posed to participants	LCD+Laptop, Page 84, Flipchart
20-40	Factors to consider for effective routing	Powerpoint presentations /discussion	LCD+Laptop, Page 84-87, Flipchart
15-30	Planning of routing and service scheduling, making calculations on requirements based on hypothetic cases	Group instruction Group work	Area maps Page 88-89, Flipchart
10-20	Analysis & discussion on group work results	Plenary discussion	Flipchart
5	Summary, Conclusion & Recommendations	Lecture	Flipchart
5	Introduction to Field Work Part III (exercise optional) The routing experience of Two by Two (a waste collection group)	Exercise	Page 90

## 7. Occupational safety and health (OSH)

- Materials:**
- Start Your Waste Recycling Technical Manual
  - Group work exercises
  - Flip chart or chalkboard

**Duration:** 1-2 hours

- Objectives:** By the end of the session participants will be able to:
- Explain various occupational health and safety issues in solid waste handling
  - Identify different health hazards of Solid Waste Management
  - Describe occupational health and safety measures in Solid Waste Management.

Time minutes	Content	Method	Materials
5	Introduction	Brief on objective	Flipchart
5-10	Occupational Safety and Health, it's importance in Solid Waste Management.	Brief lecture	Page 97-98
40-60	Health hazards and precautions, safety and Protection measures, Sources of hazardous waste	Plenary discussion Group work: Identifying and listing Solid Waste management health hazards / accidents causes and precautions, safety and protection measures.	Page 98-99 Page 100 All relevant protective gear (Gloves, boots, masks, etc.) as samples to be shown
20-40	What is involved? What can be done to protect your health when handling waste?	Plenary discussion	Flipchart Page 99
5	Summary and conclusion	Discussion	Flipchart

## **Task for the trainer**

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- Ensure that all materials needed are available before the session.
- Introduce the topic with a brief lecture.
- Let participants do the group exercise which, should be followed immediately by plenary discussions.
- Discussions should highlight the precautions to be taken in handling hazardous waste. Let participants determine if households also produce hazardous waste.

## 8. Field visit

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- Materials:**
- Start Your Waste Recycling Technical Manual
  - Prepare waste from households in the community
    - Pre selection of 5 households in a community
    - Provide 5 Big plastic/Polythene bags for use 5 days before the exercise
    - Information on the number of people in each selected household and the date they start using the waste container
  - 30 Medium sized plastics/polythene bags to sort waste into plastic, paper, glass, items that can rot, metal scrap and others
  - Protective clothing (10 pairs gloves, 10 dust coats, dust masks for all participants)
  - 2 or more weighing scales
  - 5 Calculators
  - Note pads
  - Survey form
  - Camera

**Duration:** ½-1 days

- Objectives:**
- By the end of the session participants will have observed:
- How solid waste is generated, stored, re-used, recycled and disposed in the communities.
  - Generation rates and how waste can be separated
  - Recycling and composting techniques
  - How a waste collection service can be operated

Time Minutes	Content	Method	Materials
20-30	Introduction	<p>Give a briefing on the objective of the field visit.</p> <p>Go through the field exercises with participants to ensure that they understand the assignment.</p>	Flipchart

20-60	<p>Making observations at household, street and location levels.</p> <p>Noting generation, storage, communal storage, illegal dumps</p> <p>Making notes on types of waste and suggestion of what can be re-used or recycled in the community</p> <p>Making notes of waste management practices, eg loading and unloading of vehicles such as carts trucks, etc.</p>	Tour of the community walking, observing/ assessing, analysing and recording as per given guidelines	<p>Survey forms</p> <p>Note pads</p>
40-120	Waste generation rates	Analyse waste generated and stored by from household for 5 days	<p>Protective clothing</p> <p>Scale</p> <p>Calculator</p> <p>Note pads</p>
40-60	Waste separation	<p>Sharing experience by CBOs</p> <p>TWO BY TWO</p> <p>CNM</p>	Note pads
40-120	Re-use, recycling and composting	<p>The experience of Composting group</p> <p>National Coalition for Sustainable Development in Epworth</p> <p>Paper recycling by Mabvuko Paper Tech</p>	Note pads
20-40	Waste collection service and routing	The routing experience of Two by Two (a waste collection group)	Note pads
30	Summary and conclusion from the field visit	Lead a discussion on the results from the field visit and note some of the findings for reference in the following sessions.	<p>Flipchart</p> <p>Note pads</p>

# **Introduction to business training session plans**

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## **Introduction**

The aim of the Start Your Waste Recycling Business programme is to enable participants to develop Business Plans based on their business ideas. Therefore, the core material of the Start Your Waste Recycling Business programme seminar is the Business Plan. The roles of the trainer, the Start Your Waste Recycling Manual and resource persons are to support the participants in preparing their Business Plans. To facilitate this process it is recommend that, as often as possible, the participants work on their own Business Plans with the trainer acting as counsellor.

The recommended session plans are all based on corresponding chapters in the Start Your Waste Recycling Manual. In each session plan there are two columns giving reference to pages in the Manual, M, and Business Plan, BP.

Before using the session plans, adapt them to suit yourself and the participants in your seminar. For each session, a time range is suggested. This time range suggests the minimum and maximum time it may take to cover that session. To decide the time you will allocate to a session in a seminar, assess:

- the level of the participants
- the type of businesses they plan to start
- the total time available for the seminar.

You may wish to use other methods to complement those suggested in the recommended session plans. Use the method that will be assist the participants to complete their Business Plans. For your training to have impact, group members of a CBE in one group for the group discussions and also for working on the business plan.

## 9. The Business Plan and your business idea

- Materials:**
- Start Your Waste Recycling Manual
  - Business Plan booklet
  - Flip chart or chalkboard

**Duration:** 1-2 hours

- Objectives:** By the end of the session participants will
- be able to describe how to use a Business Plan
  - have described their business ideas.

Time minutes	Content	Method	Pages M	Pages BP
5-10	Objectives	Lecture		
10-20	Introduction	Background introduction to waste recycling businesses 1. Ask participants to share ideas of recycling businesses they know about 2. Introduce the case study and its role in the training sessions		
20-30	The Business Plan	Brainstorming / Open discussion 3. Ask the participants what a Business Plan is and what it should contain. 4. Introduce the Executive summary and when it should be completed 5. Discuss how the participants can use the Business Plan to plan their Community Based Enterprise.	4-6	1
10-40	The business idea	Open discussion / Individual work 6. Discuss what a business idea is and what it contains. 7. Ask participants to write down their business ideas in their Business Plans. 8. Ask the participants to present the business ideas for their Community Based Enterprise and relate their presentations to the examples.	7-10	

5-10	Individual action plans	Lecture Introduce the action plan and discuss it as a tool for finalizing the Business Plan.	68	
5-10	Summary	Open discussion		

## 10. Develop Your Marketing Plan

- Materials:**
- Start Your Waste Recycling Manual
  - Business Plan booklet
  - Flip chart or chalkboard

**Duration:** 2-4 hours

**Objective:** By the end of the session participants will be able to make a marketing plan for their planned Community Based Enterprise.

Time minutes	Content	Method	Pages M	Pages BP
5-10	Objective	Lecture		
5-10	What marketing is	Brainstorming / Lecture 1. Ask participants what marketing is. 2. Relate the answers to the Manual.	11	
10-20	What market research is and how to do it	Discussion / Lecture 1. Ask the participants what market research is. 2. Define market research and discuss how to do market research. 3. Discuss the market research in the case study	11	2
20-40	What a marketing plan is and how to make it	Discussion / Lecture 4. Ask the participants what a marketing plan is. 5. Explain what the marketing plan is with the four Ps as a starting point. 6. Discuss how to make a marketing plan and review the marketing plan in the Case Study	4	
75-150	Making marketing plans	Group work / Discussion 7. Ask the participants to work on their own marketing plans and to fill in the action plan in the Manual where they need more information. 8. Invite participants to ask for advice regarding their marketing plans and discuss in the group.	14-23	3-6
5	Summary	Lecture		

# 11. Define the Form of business

- Materials:**
- Start Your Waste Recycling Manual
  - Business Plan booklet
  - Flip chart or chalkboard

**Duration:** 1-2 hours

**Objective:** By the end of the session participants will be able to select an appropriate form of business for their planned Community Based Enterprise.

Time minutes	Content	Method	Pages M	Pages BP
5	Objective	Lecture		
30-60	Forms of business	Brainstorming / Open discussion 1. Ask the participants to state the different forms of business and list the suggestions on a flip chart. 2. Relate the list to the forms of business in the Start Your Waste Recycling Business Manual. 3. Discuss advantages and disadvantages of each form of business. 4. Guest speaker from the Ministry of Youth sharing on the process of registering a Community Based Enterprise	24-30	
25-30	Selecting the appropriate form of business	Group work / Discussion 5. Ask participants to select the form of business for their planned businesses and to fill in the action plans if they need more information. 6. Ask participants to present their chosen form of business and invite discussions. Relate their presentations to the examples in the Manual.	68	7
5-10	Summary	Open discussion		

## 12. Assign Business Tasks

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- Materials:**
- Start Your Waste Recycling Business Manual
  - Business Plan booklet
  - Flip chart or chalkboard

**Duration:** 1-2 hours

**Objective:** By the end of the session participants will be able to plan and assign tasks for each member of the Community Based Enterprise.

Time minutes	Content	Method	Pages M	Pages BP
5	Objective	Lecture		
50-110	Determining what staff you will need	<p>Open discussion / Individual work</p> <ol style="list-style-type: none"> <li>1. Discuss the four steps for determining what staff the CBE needs. Relate to the examples in the Manual.</li> <li>2. Discuss the factors that influence the duration of tasks performed in a recycling business</li> <li>3. Review the way allocation of responsibilities was done in the case study</li> <li>4. Ask the participants to plan the staffing of their planned CBE and to fill in the action plan if they need further information.</li> <li>5. Ask participants to present their planned staffing and invite discussions.</li> </ol>	31-34	8
5	Summary	Open discussion		

## 13. Costing your products and services

- Materials:**
- Start Your Waste Recycling Business Manual
  - Business Plan booklet
  - Flip chart or chalkboard

**Duration:** 4-6 hours

**Objective:** By the end of the session participants will be able to do costing of their products or services.

Time minutes	Content	Method	Pages M	Pages BP
5-10	Objective	Lecture		
10-20	What costing is	Open discussion 1. Ask participants what costing is and why it is important. 2. Relate the discussion to the Manual.	34	
15-30	Types of costs	Lecture Explain the different types of costs.	34	
60-120	Steps to follow in costing	Lecture 1. Explain the steps to follow in costing for manufacturers or service operators 2. Group participants into groups of five to eight and ask them to work out the different steps in the costing presented in the case study. 3. Each group should present one step to the rest of the participants. 4. Correct any errors and misconceptions	35-44	10-15
140-170	Costing a product or service	Individual CBE work 5. Ask participants to cost their products or services, using the forms in the Business Plan booklet, and to fill in their action plans if they need more information. Each CBE should work as one group. 6. Circulate and assist each CBE.		
10	Summary	Open discussion		

## 14. Calculate Your required start-up capital

- Materials:**
- Start Your Waste Recycling Business Manual
  - Business Plan booklet
  - Flip chart or chalkboard

**Duration:** 2-3 hours

**Objectives:** By the end of the session participants will be able to calculate the amount of money required to start their businesses and identify appropriate sources of finance

Time minutes	Content	Method	Pages M	Pages BP
5	Objectives	Lecture		
20-30	What start-up capital is used for	Open discussion / Lecture 1. Discuss with participants what they need money for when starting their businesses. 2. Define capital investments and working capital and group the needs above under each category. 3. With the examples in the Manual as a starting point, lead the participants in a discussion about: <ul style="list-style-type: none"> <li>• premises</li> <li>• equipment</li> <li>• working capital.</li> </ul>	45-49	
60-80	Estimating required start-up capital	Individual work 1. Ask participants to estimate the required start-up capital for their proposed CBE. Ask them to fill in their action plans if more information is needed.	68	16
30-45	Types and sources of start-up capital	1. Discuss with participants the different sources of start-up finance available 2. Invite a guest speaker to share some of the key requirements in accessing finance	50	
5	Summary	Open discussion		

## 15. Plan your finances

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- Materials:**
- Start Your Waste Recycling Business manual
  - Business Plan booklet
  - Flip chart or chalkboard

**Duration:** 4-6 hours

**Objectives:** By the end of the session participants will be able to make a Sales and Costs Plan and a Cash Flow Plan for their CBE.

Time minutes	Content	Method	Pages M	Pages BP
5-10	Objectives	Lecture		
15-20	Financial planning	Open discussion 1. Discuss the importance of financial planning. 2. Relate the discussion to the Manual.	54	
30-45	Steps in making a Sales and Costs Plan	Lecture / Open discussion 3. Explain the steps in making a Sales and Costs Plan. 4. Discuss the steps and relate to the examples in the Manual.	54-57	
80-120	Making a Sales and Costs Plan	Individual work 5. Ask participants to work on the Sales and Costs Plans for their proposed CBE. Explain how some of the necessary information for the plan can be found in their previous costing. Ask them to fill in their action plans when further information is needed.		17

(continued on next page)

<b>Time minutes</b>	<b>Content</b>	<b>Method</b>	<b>Pages M</b>	<b>Pages BP</b>
30-45	Steps in making a Cash Flow Plan	Lecture / Open discussion <ol style="list-style-type: none"> <li>1. Discuss the importance of a Cash Flow Plan</li> <li>2. Demonstrate how to make a Cash Flow Plan using the case study example</li> <li>3. Explain the steps in making a Cash Flow Plan.</li> </ol>	58-61	
75-110	Making a Cash Flow Plan	Individual CBE work <ol style="list-style-type: none"> <li>4. Ask participants to make Cash Flow Plans for their proposed CBE. Explain that much of the information for the plan can be found in the Sales and Costs Plan. Ask them to fill in their action plans if more information is needed.</li> </ol>		18
5-10	Summary	Open discussion		

## 16. Manage your finances

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- Materials:**
- Start Your Waste Recycling Business Manual
  - Business Plan booklet
  - Flip chart or chalkboard

**Duration:** 1-2 hours

**Objectives:** By the end of the session participants will be able to prepare basic records to assist them to manage the CBE finances

Time minutes	Content	Method	Pages M	Pages BP
5	Objectives	Lecture		
15-30	What is financial Management	Open discussion / Lecture 1. The importance of financial management for CBEs 2. Discuss the different financial records	62	
25-50	The Record book	1. Discuss with the participants the structure of the record book 2. Work through the record book presented in the case study	62	
10-20	Other business records	1. Ask participants to share what other records they have seen in businesses they have interacted with. 2. Discuss the examples of other records in the manual	65	
5	Summary	Open discussion		

## 17. Action plan for finalizing the Business Plan

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- Materials:**
- Start Your Waste Recycling Business Manual
  - Business Plan booklet
  - Flip chart or chalkboard

**Duration:** 1-2 hours

**Objective:** By the end of the session participants will have action plans that state what further information they need to finalize their Business Plans and start the business.

Time minutes	Content	Method	Pages M	Pages BP
5	Objective	Lecture		
20-45	The Business Plan	Ask participants to review their business plan and identify gaps that still need to be completed		
30-65	Finalizing CBE action plans	Individual work 1. Ask the participants to review their action plans for gathering the necessary information to complete their Business Plans. 2. Circulate among the participants and assist where required. 3. Ask participants representing the same CBE to compare their action plans and develop one action plan for the CBE	68	
5	Summary	Open discussion		