

Organising waste management workers

The South African experience



Publications of the International Labour Office enjoy copyright under Protocol 2 of the Universal Copyright Convention. Nevertheless, short excerpts from them may be reproduced without authorization, on condition that the source is indicated. For rights of reproduction or translation, application should be made to the ILO Publications Bureau (Rights and Permissions), International Labour Office, CH-1211 Geneva 22, Switzerland, pubdroit@ilo.org. The International Labour Office welcomes such applications.

Libraries, institutions and other users registered in the United Kingdom with the Copyright Licensing Agency, 90 Tottenham Court Road, London W1T 4LP [Fax: (+44) (0)20 7631 5500; e-mail: cla@cla.co.uk], in the United States with the Copyright Clearance Center, 222 Rosewood Drive, Danvers, MA 01923 [Fax: (+1) (978) 750 4470; e-mail: info@copyright.com] or in other countries with associated Reproduction Rights Organizations, may make photocopies in accordance with the licences issued to them for this purpose.

ISBN 92-2-117053-5

ISBN 92-2-117054-3 (web pdf)

First published 2005

The designations employed in ILO publications, which are in conformity with United Nations practice, and the presentation of material therein do not imply the expression of any opinion whatsoever on the part of the International Labour Office concerning the legal status of any country, area or territory or of its authorities, or concerning the delimitation of its frontiers.

The responsibility for opinions expressed in signed articles, studies and other contributions rests solely with their authors, and publication does not constitute an endorsement by the International Labour Office of the opinions expressed in them.

Reference to names of firms and commercial products and processes does not imply their endorsement by the International Labour Office, and any failure to mention a particular firm, commercial product or process is not a sign of disapproval.

This publication can be obtained through SAMWU office, Trade Union House, 8 Beverley Street, Athlone 7764, South Africa. The publication is also available from the web site of the InFocus Programme of the ILO, Boosting Employment through Small Enterprise Development (SEED): www.ilo.org/seed and the ILO local office in South Africa.



A message from the International Labour Organisation

The International Labour Organisation (ILO) forms part of the United Nations family of organisations. In every country, the ILO encourages the government and the social partners (employers and workers) to come together to find ways to promote *decent work*. Decent work is work which gives enough money for the working person and their family to live with dignity. It is work where all people – women and men, black and white, young and old – have equal opportunities.

The ILO has developed labour standards for governments to apply in their countries. The 1998 ILO Declaration on Fundamental Principles and Rights at Work said that all member countries must promote and respect the principles and rights contained in eight ILO fundamental Conventions. (See the back of the booklet for more details.) These eight Conventions cover the following principles and rights:

- freedom of association and the right to collective bargaining;
- the ending of all forced or compulsory labour;
- the ending of child labour; and
- the ending of discrimination in employment and occupation.

The right to freedom of association is especially important because it lets workers and employers fight for their interests and influence policy. However, many workers do not have this right. Sometimes there are problems with the law. Sometimes there are problems because the law is not properly enforced. The lack of strong organisations for workers to fight for their rights is one of the reasons that people who work in less formal situations are often among the poorest and most exploited.

In June 2002, the International Labour Conference discussed the situation of informal workers. After the discussion, the Conference passed a resolution that said that workers in the informal economy should have decent work. Paragraph 17 of the resolution noted that unless informal economy workers organise, they cannot bargain or influence policy-makers effectively.

This booklet describes how municipalities in South Africa have 'externalised' waste management work and made it less formal. They have done this by giving contracts to private companies, or by organising the work through poverty alleviation projects and volunteer schemes. The booklet shows what this externalisation has meant for the waste workers. It also discusses how workers have started organising to fight for better wages and conditions. The booklet is based on research done by Melanie Samson in 2003. Melanie's research was part of a bigger ILO research project on organising informal economy workers in different parts of the world.

The booklet is intended as an educational tool for trade union organisers and waste workers. We hope it will help workers build and use strong organisations to fight for their rights.

Suggestions on how

There are different ways in which you can use this booklet. Firstly, you can read it on your own and think about the different issues. Secondly, you can use the booklet as a resource for a workshop on organising waste workers. These two pages give some suggestions for the facilitator of the workshop if you decide to use the booklet in the second way.

Before the workshop, the facilitator should read the booklet carefully in order to understand the contents and the suggested learning activities. In the workshop, each participant should, if possible, have a copy of the booklet.

The facilitator must make sure that all participants understand each section of the booklet. This can be done in one of the following ways:

the facilitator can verbally summarise the main points covered in that section

or

the facilitator can ask participants to read through each section of the booklet on their own

or

the facilitator can divide participants into groups, and ask them to read through each section of the booklet together in their group.

If participants read through a section of the booklet on their own or in groups, the facilitator must give them enough time to do this properly. The facilitator can also give a quick summary of the main points to look for before participants start reading.

At the end of each of the first four sections of the booklet, there is a suggested *group activity*. These activities help participants to understand the issues discussed in that section, add their own knowledge to the information, and debate the way forward. Participants should do this activity immediately after going through that section of the booklet.

During the group work parts of the workshop, the facilitator should:

- check whether participants have any questions after going through that section of the booklet;
- divide participants into groups of 4-5 people to ensure good participation (put participants in groups with others that they don't know already – if possible, have a mix of women and men in each group);
- carefully go through the activity with participants, ensuring that each group understands what it must do;
- make clear how much time the group activity will take;
- explain how groups will report back after the activity;
- ask each group to choose a chairperson to guide the discussion, someone

to use this booklet

to keep notes on what is discussed, and someone to report back after the activity;

- go around to groups while they are busy with the activity, checking that they are on the right track;
- remind groups how much time they have left for their activity;
- organise and record the report-backs from the groups at the end of the group work.

Each group activity can be one session of a workshop. The workshop can be run over two days, or in shorter sessions spread over a number of days or weeks. If the workshop is run over two days, Activity 1 can be on the morning of the first day, Activity 2 on the afternoon of the first day, Activity 3 on the morning of the second day, and Activity 4 on the afternoon of the second day.

Some of the activities assume that the workshop is for shopstewards and workers who do waste management work and are employed by the municipality. You can easily adapt the activities for other audiences. For example, in a small municipality your workshop may include workers doing other jobs as well as waste management. You may also want to make small changes to activities if the workshop includes 'externalised' workers.



Making this booklet

Many people helped make this booklet. Melanie Samson did the research. John Mawbey of the South African Municipal Workers Union (SAMWU) provided information and guidance. Debbie Budlender of Community Agency for Social Enquiry (CASE) wrote the booklet. Sandra van Niekerk of SAMWU and Linda Cooper wrote the exercises. Stacey Stent did the drawings. Tim James designed the book. The ILO provided the money for the research and booklet. Giovanna Rossignotti from the ILO headquarters in Geneva gave support in many ways throughout the process. Finally, we must thank the ILO Office in Pretoria and all the other South Africans who contributed their time and information to this project.

Introduction

Strong organisation is important so that people can influence the processes and decisions that affect their lives. Clause 17 of the South African Constitution says that everyone has the right to 'freedom of association'. Freedom of association means the right to join organisations and to organise. The ILO Convention that talks about this right is the Freedom of Association and Protection of the Right to Organise Convention of 1948 (No. 87). This Convention says that all workers and employers have the right to establish and join organisations of their choice.

The right to organise helps workers and employers to exercise other rights at work. For example, having a trade union helps workers to bargain around wages and working conditions. It helps workers to make their voices heard by government, business people and other institutions on issues like economic policy and labour law. Without a trade union, ordinary workers usually have very little say about how things happen in their workplaces or in society. The right to organise helps social and economic development happen in a fair and democratic way.

This booklet describes how workers and employers have organised in South Africa's waste management sector. The booklet is based on research done in South Africa in 2003 as part of a multi-country ILO project on organising in the informal economy. In South Africa, researchers looked at five sectors: clothing, construction, street trading, minibus taxis and waste management.

The waste management sector was chosen because:

- it is a large employer which operates in every part of the country
- it has been going through big changes as some municipalities 'externalise' the work through contracts with private employers, through poverty alleviation projects and through volunteers. These changes are affecting the wages, conditions and rights of many workers and their families.

This booklet looks at the situation of the different groups of workers who do street cleaning and collect waste from private homes, hotels, businesses and other institutions. It looks at:

- their conditions of work
- who employs them
- what is happening about organising these workers
- how work is being shifted from workers employed directly by the municipality to workers employed in other ways.

The rest of this booklet is divided into five sections. Each of the first four sections includes an exercise to help you think about the lessons for organising. The exercises encourage discussion so that you can add your own knowledge to what you read here. The five sections are:

- | | |
|-----------------------------------------------------|----------------|
| 1. History and economics of waste management | page 5 |
| 2. Working in the waste management sector | page 13 |
| 3. Setting minimum wages and conditions | page 18 |
| 4. Who's who in the waste management sector | page 23 |
| 5. Lessons for going forward | page 32 |

1 History and economics of waste management

*“You are like the thing which is inside that dustbin. You are just stupid.”
– A male casual waste worker.*

Waste management during apartheid

During apartheid many people did not have proper waste management services. Municipalities did waste management in most urban areas where white people lived. They also provided services in some urban townships where coloured, Indian and African people lived. Most African areas did not have these services. Instead, people had to deal with their waste themselves. When the pass laws which made it difficult for African people to live in urban areas ended in 1986, many more African people moved into informal settlements on the edge of urban areas. This meant that even more people than before needed waste collection services.

Although many black people did not get waste management services, municipalities employed mainly black people to do the work. Almost all of these workers were men. They did dirty and dangerous work for low wages. Many of them were migrant workers and lived in terrible conditions in municipal hostels. It was only in the 1980s that many workers started joining unions to fight for better wages and conditions. By 1994, when apartheid ended, waste workers and other municipal workers were well organised and had won fairly good wages and working conditions.

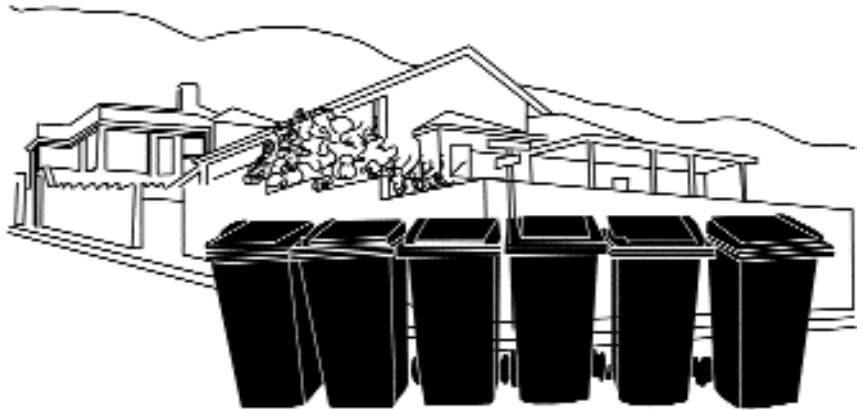


From apartheid to today

South Africa's post-apartheid Constitution says that municipalities are responsible for waste management services. The Constitution also says that municipalities must ensure that they meet the needs of disadvantaged groups.

In 2000 there was a large reorganisation of local government in South Africa. In this reorganisation, the number of municipalities fell from 843 to 284. The new, bigger municipalities cover both richer and poorer areas. Many municipalities say

that they do not have enough money to provide waste management and other services to all areas in the way they did in the past for areas where white people lived.



Since 1994 cities and towns have grown as people have come in search of jobs. These people need waste management and other services just like everybody else. But because unemployment is so high, many people do not always have money to pay for these services. Local government gets some money from national government to help provide services to poor communities. But this money is not enough to cover the cost of services for everyone. Some municipalities make richer communities pay for refuse collection. But very few municipalities have looked at ways of charging richer communities more so that there is extra money to pay for services for poor communities.

‘Externalising’: Contracting out the work

In the past most waste workers were employed directly by municipalities. Today more and more municipalities do not employ waste workers directly themselves. Instead they give contracts to private companies and organisations to do the work for them. In some cases the municipality gives the contract to a private company. This is called a public-private partnership (PPP). In other cases the municipality gives the contract to a non-governmental organisation (NGO) or community-based organisation (CBO). This is called a municipal community partnership (MCP).

One of the main reasons that municipalities are ‘externalising’ waste management work in this way is to cut costs, especially labour costs. Most of the waste management workers who are employed by municipalities are members of unions. Their working conditions are controlled by the South African Local Government Bargaining Council (SALGBC). Because they are well organised and have strong unions, they receive wages that are higher than many other unskilled workers. They also have better conditions and protection than many other workers.

Waste management workers who work for the private companies and organisations do not fall under the SALGBC. The waste workers who work with the trucks are covered by the Road Freight Bargaining Council (RFBC). Their wages are lower than the SALGBC wages. But at least there is a minimum! There are also rules about other conditions of work. All the other workers who work for the private companies and organisations are not protected by agreements on minimum wages and benefits.

Other reasons for ‘externalising’

Municipalities say that cost-cutting is not the only reason for contracting out services. They say that PPPs and MCPs also help with black economic empowerment, increase community participation, and help lessen poverty.

• Black economic empowerment

The 1955 Freedom Charter says that “The people shall share in the country’s wealth!” Government has a policy of black economic empowerment (BEE) which it says will correct the apartheid pattern where it was mainly white people who controlled the economy and the country’s wealth.

Waste management seems a good area for BEE because you do not need a lot of money and equipment to start a waste management business. But the BEE solution still has race patterns.

Firstly, the black empowerment contracts are given only for services in black working class townships. Usually the standard of the service is worse than in other parts of the city. Secondly, often the employees of the black owners get low wages and poor conditions. These two facts mean that the black employers are ‘empowered’, but the workers and the people in the community lose out.



• Community participation

There are two ways that government says community participation can be increased in waste management. The first way is through MCPs. The second way is through volunteers.

The Department of Provincial and Local Government, municipalities and NGOs say that MCPs increase participation and democracy because people living in an area are directly involved in delivering services. Some of the residents are employed on the projects. Others participate in committees that make some of the decisions about the services. Government and NGOs only use this argument for services in poorer black areas. In areas where people can afford to pay for services, no-one says that they must become involved in delivering services to increase democracy.

2002 was the 90th anniversary of the African National Congress (ANC). To celebrate the anniversary, the organisation started the Letsema volunteer initiative. The ANC said that volunteering is a way that people can participate directly in governing the country and become better citizens.

Even before Letsema, there were volunteer cleaning campaigns in some areas. Local government councillors used the Letsema idea to start new cleaning campaigns. In some municipalities councillors and ward committees have organised groups of long-term volunteers to clean the streets. Many community members work for free as volunteers because they hope that they will eventually get a paid job. However, long-term volunteers can prevent municipalities and private companies from employing more people in permanent jobs with decent wages and conditions.

Volunteers are not covered by any laws even though they do the same work as workers employed by municipalities, private companies, NGOs, CBOs and poverty alleviation projects. Because they are not legally classified as employees, they have no protection.

• Poverty alleviation

Everyone knows that unemployment is one of the biggest problems facing South Africa. National and provincial governments have special public works programmes which try to help some of those who don't have jobs. Some government people call the people who work on these project 'beneficiaries' rather than 'workers' because they fear that if they are called workers they will want the same rights as other workers. Workers on these projects do not get a permanent job. They also do not get a proper wage and the same conditions as other workers. Instead they get a little money which can help them and their family during the months they do this work.

The work that the poverty alleviation projects do also helps address other needs. The projects provide things such as roads and clinics. In some areas they also provide services. Up to today only a few poverty alleviation projects have done waste management work. But government has said that its expanded public works programme will probably include more waste management projects.

Workers on poverty alleviation projects are not covered by the private sector labour laws. They are also not covered by the laws which cover other government workers. Instead they are covered by a Ministerial Determination for Special Public Works Programmes and a Code of Good Practice. The Determination and Code do not say anything about minimum wages.



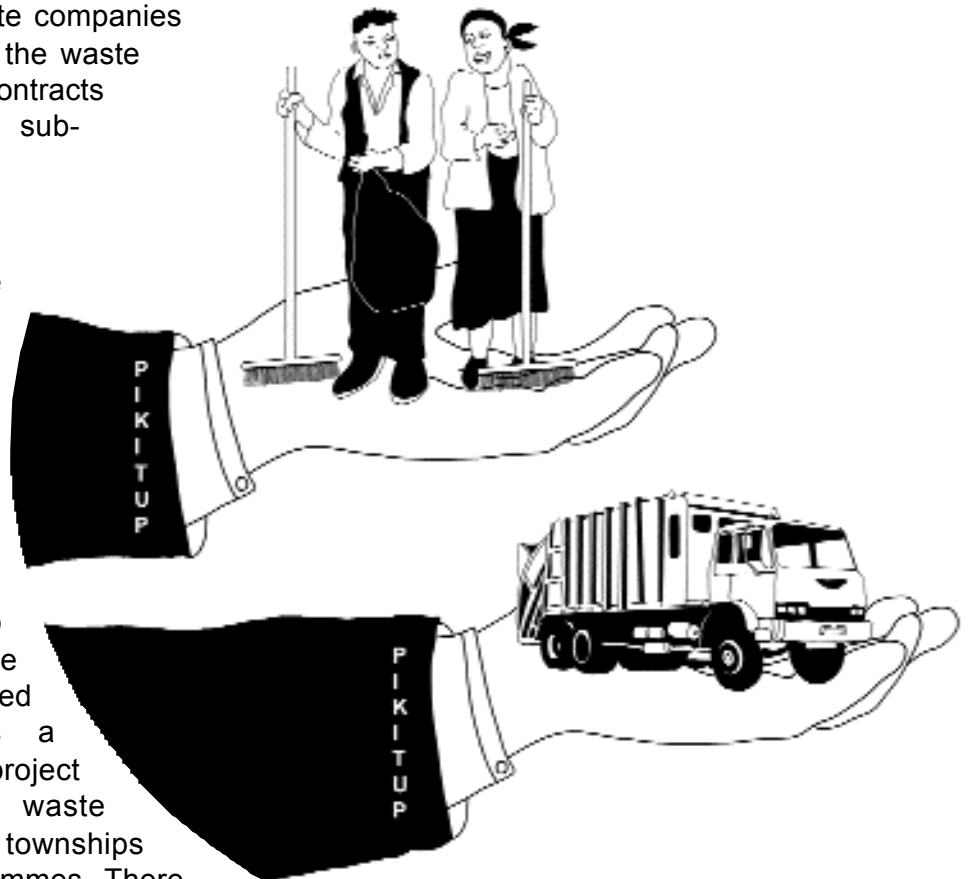
In 2003 government, labour, employers and representatives of the community met at the Growth and Development Summit. The agreement from the Summit says that the public works programmes must not displace existing permanent jobs. The waste management poverty alleviation projects which have happened so far have not caused any worker to be retrenched. But the projects may have prevented new permanent jobs with full wages and better conditions from being created.

Two case studies: Johannesburg and Msunduzi

There are many people doing waste management work in South Africa but there has been very little research on the work they do, how it is organised, and their wages and conditions. This booklet presents information from research in different parts of Johannesburg and in Msunduzi.

Johannesburg is the largest metropolitan area in South Africa. It was the first municipality to turn its waste management department into a separate company, called Pikitup. The Johannesburg Council owns Pikitup, but the company is registered as a private company. Before Pikitup was formed, many of the waste management depots already had contracts with private companies to help them to deliver some of the waste services. Today Pikitup still sub-contracts a lot of its work to others. It sub-contracts to:

- drivers with trucks;
- labour brokers who provide workers on a daily or a monthly basis;
- smaller companies which provide services such as street cleaning and collection services in particular areas of the city.



Besides Pikitup, there are also other ways in which waste management services are provided in Johannesburg. There is a provincial poverty alleviation project called Zivuseni which does waste management in Soweto. Some townships have long-term volunteer programmes. There are also some city improvement districts (CIDs).

The CIDs are mainly in the central business districts of the cities. With a CID, the private companies pay subscriptions to the CID which the CID uses to buy extra services such as street cleaning and security guards. In return, the municipality may agree to lower rates for companies in the CID.

Msunduzi (Pietermaritzburg) is the capital of KwaZulu-Natal. After the reorganisation of local government, Msunduzi became responsible for peri-urban areas in which there were new settlements which had no water, electricity and waste services. The Msunduzi municipality decided to experiment with MCPs with community groups to try to solve this problem. Msunduzi also has contracts with two private entrepreneurs to deliver waste management services. The MCPs and the private entrepreneurs work in new housing developments. The municipality continues to do all the waste management work in the older parts of Msunduzi.

Activity

1

Exploring how work has changed in the waste management sector

Aim

This activity will help participants to:

- get to know one another;
- share their experiences of working in the waste management sector, and how work has changed over time;
- get a clear picture of who is doing what work in waste management in their municipality;
- understand what 'externalisation' of work means.

Time

Approximately 2½ hours.

Method

Participants should read through Section 1 of the booklet. (20 minutes)

1. Divide participants into groups according to municipalities (if the workshop has workers from more than one municipality) or similar areas (if the workers are all from one municipality) (10 minutes)
2. Ask each member of the group to introduce themselves and to say:
 - How long have you worked in waste management?
 - What job are you doing now? (10 minutes)
3. Discuss the following questions in the group:
 - a) How is waste collected in your municipality?
 - b) What are the differences between different residential areas?
 - c) Who are the workers who collect waste in the different areas? Which jobs do women usually do? Which jobs do men usually do?
 - d) Has there been any 'externalisation' of waste management work in your municipality? If yes, what type of externalisation has happened? (Remember, externalisation can happen through privatisation, PPPs, MCPs, volunteers or poverty alleviation projects.) Who is employed in the externalised jobs – men or women, skilled or unskilled, young or old, black or white? Who is employing them? What are their wages and working conditions?
 - e) How has the way work is done (for example the tools and machines used) changed in the last ten years? (30 minutes)
4. Give each group a large sheet of newsprint and markers. If possible, make photostat copies of the symbols on page 12 for each group. Each group must use these symbols and others that they design to draw a 'map' of

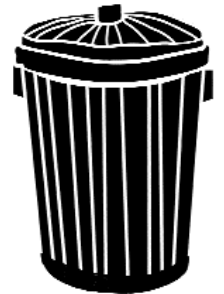
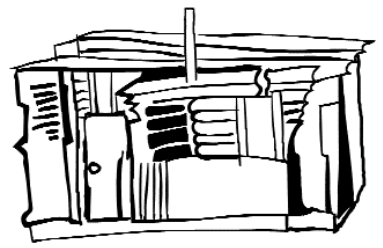
waste management in their municipality that shows all the information that members of the group have discussed. The diagram must show clearly **who** is doing **what work**, using **what tools and machines**, and serving **which residential areas**. (40 minutes)

5. Put the diagrams on the wall. There is no formal report back from this activity. Instead participants from different groups walk around and study the information of other groups. (10 minutes)

6. At the end, the facilitator asks participants:

- Do you have any questions or comments on these 'maps'?
- What are the main similarities and differences between the maps?
- How much externalisation of work has happened?
- What can we learn from all this information?
- What information do we still need and how can we get it?

(30 minutes)



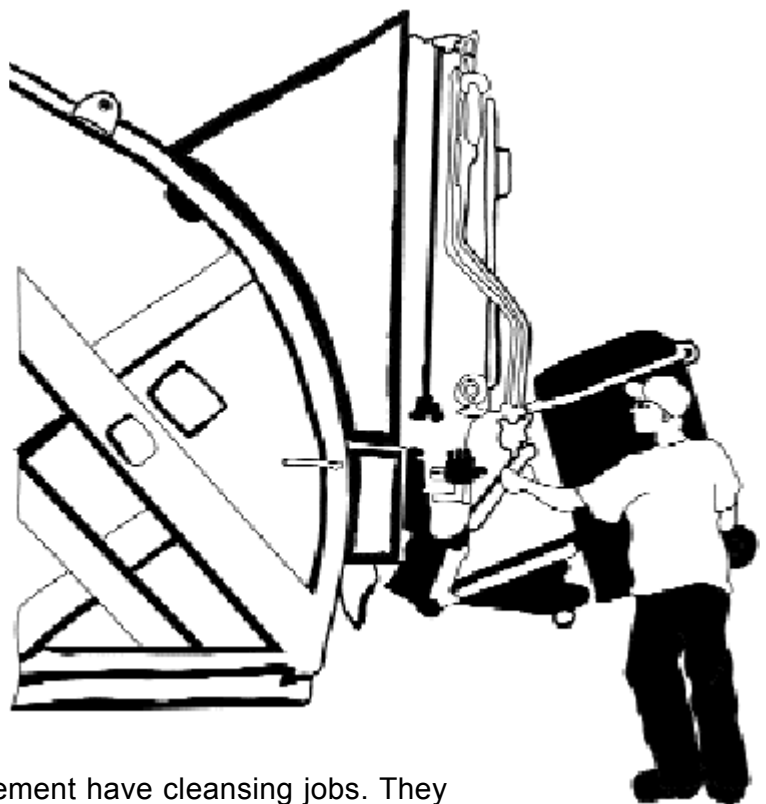
2 Working in the waste management sector

Different types of jobs

In South Africa most of the waste management work is done by people rather than by machines. Street sweeping and litter picking is done by people working only with tools such as brooms. Some big municipalities use 240-litre bin systems and mechanical lifts to empty the bin into the trucks. But many other municipalities don't have these machines. Instead workers still empty rubbish bins by hand into compactors, tractors or trailers. One good thing about black empowerment PPPs and MCPs is that they often use more labour than the bigger companies for the same amount of waste.

There are two main types of work in waste management. Firstly, there is collection. Secondly, there is cleansing. Poverty alleviation and volunteer projects usually do cleansing, not collection. Jobs in collection include: drivers, operators and loaders. Jobs in cleansing include: general workers who do street sweeping, litter picking and cleaning of open spaces; general workers who load bags onto trucks; and drivers. Most of the workers in waste management are general workers.

Most of the women who work in waste management have cleansing jobs. They sweep the streets, pick up the litter and clean open spaces. A shopsteward from the Independent Municipal and Allied Trade Union (IMATU) says that this happens because people see the job as similar to the work that women do unpaid in their own homes:





“They say they’re hiring the ladies because the ladies can clean the house, they can look after the kids, do the washing, cleaning and everything. Now the men, they didn’t sweep properly, it was just tsho, tsho, tsho, tsho.”



Wages, benefits and conditions of employment

There are big differences in wages between different groups of workers. Volunteer workers earn nothing for the work they do. Poverty alleviation workers in Johannesburg earn R40 per day. In municipalities and private companies there are further differences in wages. In 2003 some waste management workers in private companies earned only R800 per month. Some drivers earned more than R4 000 per month. Drivers employed by big municipalities also often earn more than R4 000 per month. The minimum wage for municipal workers in 2003/04 was R2 331 per month.

Usually women earn much less than men workers. This happens because of the different work that women and men do. Very few women do the municipal jobs which have the highest wages. In 2004 there were no women driving collection trucks in Johannesburg and Msunduzi. Most women do cleansing jobs that are not covered by any rules about minimum wages.

Waste management work is dirty work. But many employers do not provide changing rooms and proper washing facilities. Many workers do not get proper protective clothing and equipment. Instead the workers must spend some of their wages to buy clothes to protect themselves when they do the work. Some workers cover their hands with plastic bags because their employers do not give them gloves and they can’t afford to buy them.

Many workers do not get the benefits that the law says they must get. A survey of workers employed by private companies sub-contracted by Pikitup found that only 24% of men workers and 19% of women workers got paid sick leave, only 22% of men and 9% of women were registered with the Unemployment Insurance Fund (UIF), and only 13% of men and 19% of women got family responsibility leave. All these conditions are covered in the Basic Conditions of Employment Act. The BCEA covers all workers except volunteers and people who work on poverty alleviation projects. But it seems that some of the workers who should be covered are not getting their rights.

Employed for how long?

When a municipality gives a contract to a private company or NGO, the contract is not forever. Instead the municipalities give contracts which can be for anything from one year up to five years. These fixed period contracts affect workers because the employers are afraid to give workers permanent jobs in case the contract is not renewed.

Some of the larger companies give workers permanent jobs. They have lots of contracts so they hope that they will always find a contract that they can shift the worker to if one of their many contracts is not renewed. If the company cannot find another contract, they retrench the workers. Other companies have a different strategy. They give workers contracts only for the time that they have the contract with a municipality. Some companies don't even do this. Instead they pay workers on a daily basis. In the Msunduzi MCP, workers get a contract for one year at a time.

Who is responsible?

Contracting and sub-contracting result in different layers of responsibility. These layers give more possibilities for employers to avoid labour laws.

Some of the Pikitup managers know that the companies that they sub-contract to do waste work do not obey the law. Most of the managers say that it is not their responsibility to check that sub-contracting companies obey the law. Pikitup's contracts with the sub-contracted companies say nothing about labour laws and bargaining council agreements.



Most managers and councillors in Msunduzi municipality also say that it is not their job to check that MCP workers get all the legal benefits they are entitled to.

Workers who work for labour brokers are very vulnerable because they can lose their job from one day to the next. One woman casual worker said:

“Yes we’ve got rights, but ... these rights don’t work right like the rights, it’s wrong.”

The slippery slope of rights and benefits

Externalisation has created a slippery slope of rights and benefits for waste management workers.

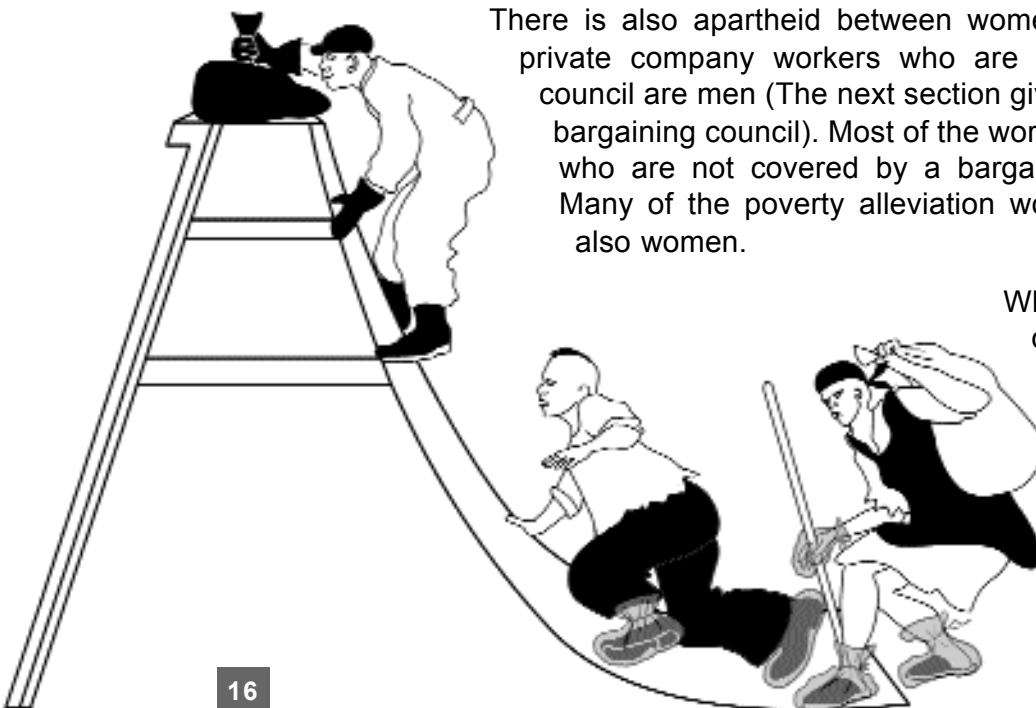
- Workers employed directly by municipalities are at the top of the slope. They have good bargaining council agreements which set reasonable wages and benefits.
- Next down the slope are drivers, loaders and transport workers employed by private companies. These workers are also covered by bargaining council agreements. Their wages are lower than municipal workers, but they are still protected.
- Further down are the other workers employed by private companies, NGOs and CBOs. There are no rules about minimum wages for these workers. They are only covered by the general labour laws such as the Basic Conditions of Employment Act (BCEA), Labour Relations Act (LRA), Occupational Health & Safety Act (OHSA) and Unemployment Insurance Act (UIA).
- Workers on poverty alleviation projects are covered by a special ministerial determination. They get small stipends instead of proper wages. Their special determination also sets some basic conditions.
- The volunteers at the bottom of the slope have no protection. They do not get paid for their work. All they have is the hope of a paid job in the future. But by doing this work they may be preventing these jobs from being created.

Workers from these different categories often work side by side. This makes it even more difficult for the workers with few benefits as they can see that they are doing similar work to other workers but for much lower rewards. As one driver for a sub-contracted company said:

“Apartheid still exists amongst us black people... If I came in as a sub-contract I am nothing to them, the municipality does not care about me.”

There is also apartheid between women and men. Most of the private company workers who are covered by a bargaining council are men (The next section gives more details about the bargaining council). Most of the workers for private companies who are not covered by a bargaining council are women. Many of the poverty alleviation workers and volunteers are also women.

When municipal councillors discuss how to improve waste collection in their communities, they need to be aware of this slippery slope.



Debating the reasons for externalisation and its effects

Activity 2

Aim

This activity will help participants to understand more about externalisation. They will debate:

- the reasons given for externalisation;
- what effects externalisation has on workers and communities;
- the advantages and disadvantages of externalisation.

Time

Approximately 1½ hours.

Method

Participants should read through Section 2 of the booklet. (20 minutes)

1. Participants should work in the same groups as for Activity 1.
2. Each group first discusses the following questions around *reasons* for externalisation:
 - What were the reasons for externalisation of waste management services in your municipality or depot?
 - Look at the section in the booklet about reasons for externalisation (pages 6–8). Do any of these reasons apply in your municipality/depot?
 - Are there any good reasons for waste management services to be externalised? Are some forms of externalisation better than others? Why? (20 minutes)
3. Each group now talks about the *effects* of externalisation. Think about what is in the booklet and your own experience. What effects has externalisation had on:
 - you, as municipal workers?
 - the workers who are employed in 'externalised' jobs?
 - the quality of services to communities?(20 minutes)
4. Report back and plenary discussion. (30 minutes)

3 Setting minimum wages and conditions

There are two national bargaining councils which cover waste management workers:

- The South African Local Government Bargaining Council (SALGBC) covers workers employed directly by municipalities.
- The Road Freight Bargaining Council (RFBC) covers drivers, loaders and operators employed by private waste management companies, NGOs and CBOs.

Other waste management workers employed by private companies, NGOs and CBOs are not covered by any bargaining council.

South African Local Government Bargaining Council (SALGBC)

The SALGBC was registered in 2001. The South African Local Government Association (SALGA) is the employer member of the Council. The South African Municipal Workers Union (SAMWU) and Independent Municipal & Allied Trade Union (IMATU) are the union members.

Since 2001 the SALGBC has negotiated agreements on wages, medical aid, housing allowance, organisational rights, grievance procedures and many other issues. The agreement for 2002-05 set the minimum wage at R2 331 per month in 2003/04 and R2 517 in 2004/05. Some municipalities pay more than this.

The SALGBC covers all workers employed directly by municipalities. It also covers workers employed by private companies like Pikitup which are 100% owned by municipalities. But the private companies often try to pick and choose what regulations to apply.

The unions say that the SALGBC should also cover other workers who do waste management work. The constitution of the SALGBC says that it covers “the Local Government Undertaking in the Republic of South Africa”. This is defined as “the undertaking in which the employer and employees are associated for the institution, continuance and finalisation of any act, scheme or activity normally undertaken by a municipality”. The unions argue that because the South African Constitution makes local government responsible for waste management, the

SALGBC covers workers employed by companies and organisations that local municipalities contract to do waste management work.

SALGA does not agree with this argument. SALGA knows that if the court agrees with the unions, all waste management workers will receive the same wages as municipal workers. This will mean that contracting out will not be such a good way for municipalities to cut costs.

Road Freight Bargaining Council (RFBC)

The RFBC was registered in 1997. The employer member is the Road Freight Employers' Association. Sixty-two waste management companies are members of this association and therefore fall under the RFBC. The five union members are the Motor Transport Workers Union of South Africa, the South African Transport Workers Union, the South African Transport and Allied Workers Union, the Professional Transport Workers Union of South Africa, and the Transport and Allied Workers Union.

RFBC agreements apply to all employers in the sector, except for employers who only own one vehicle and are the main driver of the vehicle.

The RFBC says that private waste management companies fall under it because refuse collection is about transporting a good (waste) for someone else (the municipality). SAMWU does not agree with this argument. SAMWU says that the work done by the private transport companies is part of waste management work as a whole. Because local government has responsibility for waste management, the companies should be part of the SALGBC.

In 2002/03 the RFBC minimum wage for general workers was R1 234 per month. Minimum wages for drivers depend on the weight of the vehicle. The minimum wage for the lightest vehicle was R2 391 per month. These wages are lower than the minimum wages for general workers and drivers who are under the SALGBC.

The RFBC gives special protection to casual workers. It calls these workers relief workers. The RFBC agreement says that relief workers must get at least one-fifth of the minimum weekly wage for every day they work plus an extra 10%. If relief workers work more than 90 days in 12 months, they must get all the benefits stated in the agreement. Workers employed by temporary employment agencies must also get the minimum wage and benefits.

No agreement for cleansing workers

The RFBC agreement only covers workers who transport waste. Most waste management workers do not work with the trucks so they are not covered by the RFBC.

The BCEA says that the Minister of Labour can make sectoral determinations which set minimum wages and conditions for workers in different industries. The Minister has made a determination for the contract cleaning industry. But the definition of contract cleaning in the determination does not include cleaning streets and open spaces. The minimum wages and conditions in the determination for contract cleaning workers are also much worse than in the RFBC and SALGBC agreements.

Understanding some of the role-players in the waste sector

Aim

This activity will help participants to:

- know the main role-players in the waste sector;
- understand the problems of organising externalised workers who are employed by private sector companies.

Time

Approximately 3½ hours for preparation, role-play and debriefing.

Method

Before doing the role-play, participants should either have read Sections 3 and 4, or the facilitator should *summarise* the information in these sections about the main role-players in the waste sector. (30 minutes)

1. Preparing for role-play

Divide participants into four groups. Before they go into the groups read out the following descriptions of who the groups are so that everyone knows about all the other groups. (15 minutes)

Emphasise that each group must try to act as 'real' as possible in the role-play. For example, if they are acting as SAMWU shopstewards, they must not do anything that a SAMWU shopsteward will not do. They must also follow the outline of the scenes as closely as possible, and not get side-tracked.

Group one: You are a group of workers who work for a privatised waste removal company called Go-waste. Some of you (the men) are drivers or loaders on waste removal trucks, and some of you (the women) are street sweepers. The company has a contract with the municipality to do waste removal in one part of the municipality only, a working class area. Under apartheid, this residential area had no waste removal services.

Group two: You are a group of SAMWU shopstewards who work in the waste removal department of the municipality. You and other SAMWU members are responsible for waste removal in the rest of the area covered by the municipality.

Group three: You are the owners and managers of the waste removal company, Go-waste. Your company is a member of SAWMEA. You obey all the agreements of the Road Freight Bargaining Council (RFBC).

Group four: You are the management and councillors of the municipality. The municipality is a member of SALGA, and is under the South African Local Government Bargaining Council (SALGBC). It negotiates with workers on local issues in a Local Labour Forum.

After dividing into groups, each group meets separately before the role-play starts. In the group participants must read the three scenes of the role-play

outlined below. The group must plan how you will play your part, what arguments you will present, and how you will argue against what the other groups say. After 30 minutes, you must come back into the plenary session, and the facilitator must 'direct' the three scenes. (30 minutes)

2. The role-play

Scene one: Go-waste workers decide to join a union and fight for better wages (15 minutes)

Who is involved?

- SAMWU shopstewards
- Workers from the private waste removal company, Go-waste

A group of Go-waste workers are eating lunch under a tree. One of the woman workers tells the other workers that she didn't get paid for two days while she was off sick. The workers talk about their poor working conditions. They are particularly upset about the low wages they are paid. They know that the municipal workers who do the same job in other parts of the municipality earn much more.

One of the workers talks about his experience in a trade union when he worked in a food factory. Some of the workers are afraid of joining a union. Some fear they will lose their job if they join a union. Others say that the union just takes workers' money and the workers get nothing for their money. Eventually they all agree that the only way to fight for better wages is to join the union.

The workers call a group of SAMWU shopstewards who are sitting nearby and talk to them about joining the union in order to fight for the same wages as municipal workers. Together they discuss how they can get Go-waste to recognise the union. They also discuss whether Go-waste can be forced to give the same wages and working conditions as municipal workers get. SAMWU shopstewards suggest that the Go-Waste workers elect temporary shopstewards who can go with them to speak to management.

Scene two: SAMWU shopstewards and Go-waste temporary shopstewards meet with Go-waste management (15 minutes)

Who is involved?

- SAMWU shopstewards
- Go-waste's temporary shopstewards
- Go-waste management

SAMWU shopstewards and the temporary Go-waste shopstewards meet with the management of Go-waste. Go-waste management have agreed to meet but are not happy about meeting.

The SAMWU shopstewards and Go-waste workers hand over to management signed-up forms of Go-waste workers who want to join the union. They say they want management to recognise the union and implement stop-orders for membership fees.

Management reluctantly agrees to recognise the union.

The worker representatives also ask that the company applies the same wages and conditions for municipal workers as laid down in agreements of the SALGBC. Management argues that they cannot do so because:

- they fall under the RFBC;
- as a private company, they operate under different conditions from the municipality. They are not government. They are a private company operating for profit. If they must pay the SALGBC minimum wage, they will go out of business.

The SAMWU shopstewards and Go-waste workers argue against this position. They say that Go-waste must pay workers the same wages as the municipal workers get. The meeting ends in deadlock.

Scene three: SAMWU shopstewards meet with the Council management (15 minutes)

Who is involved?

- SAMWU shopstewards
- Municipal management and councillors

SAMWU shopstewards meet with the municipality's management and councillors. The agenda has only one item. The item is SAMWU's demand that Go-waste must pay the same wages as the municipality.

In the meeting, the SAMWU shopstewards argue that the municipality must include the labour standards set down by the SALGBC in its business contract with Go-waste. They must also tell SALGA to acknowledge that the SALGBC covers all waste management workers in South Africa including those who have been externalised.

The municipal management and councillors say that they cannot discuss wages with Go-waste. They say the company must make its own decision based on their profitability.

The SAMWU shopstewards argue that the municipality is not being honest. They say that the municipality does not want the company to pay higher wages because then the municipality will have to pay more for Go-waste's services.

The Council says that the dispute over who the SALGBC covers is not for discussion because it is an internal SALGA matter. Again, the meeting ends in deadlock.

3. Debriefing (1 hour)

After the role-play has ended, discuss the following questions in plenary:

- What did you learn from the role-play?
- Which parts of the role-play were realistic and which parts would be different in real life?
- What should be the next steps for SAMWU shopstewards and Go-waste workers to take their struggle forward?

The ideas from this discussion will be taken forward in the next activity.

4 Who's who in the waste management sector

Organisations for workers

Three unions organise waste management workers in South Africa. They are:

- South African Municipal Workers Union (SAMWU)
- Independent Municipal and Allied Trade Union (IMATU)
- South African Transport and Allied Workers Union (SATAWU).

SAMWU and SATAWU are affiliates of the Congress of South African Trade Unions (COSATU). IMATU is an affiliate of the Federation of Unions of South Africa (FEDUSA).

There are also some non-membership organisations that help waste management workers to organise. In this booklet we look at how Khanya College has worked with waste workers in informal settlements.

Some union members see externalised workers as the 'enemy'. A SAMWU shopsteward from Southdale in Johannesburg said that in the past they thought these workers were coming to take away their jobs. But a SAMWU shopsteward from Selby depot said:

"These people aren't enemies. They are workers and they are being abused. They can be dismissed anytime if the boss wants to. So that's where we got the feeling that we should recruit them, and then maybe we can win."



• **South African Municipal Workers Union (SAMWU)**

SAMWU is the biggest union for municipal workers in South Africa. In mid-2003 it had more than 114 000 members. Most of its members are permanent employees of the municipalities or water boards. SAMWU represents more than half (53%) of all municipal workers in South Africa and 30% of water board workers. Membership fees are 1% of wages per month, paid by stop-order.

SAMWU's constitution says that the union opposes privatisation. This means that SAMWU believes that government itself should do the work it is responsible for. It should not externalise the work. SAMWU's constitution says that SAMWU's first aim is to organise all workers employed directly or indirectly in municipalities. It does not matter whether the workers are employed in public, private or voluntary sectors.

In 2000 the SAMWU National Congress took a resolution about "Bargaining in Private Sector Companies". The resolution said that SAMWU will:

- recruit private sector workers who are not members of other COSATU unions
- ask other COSATU unions to transfer local government workers who are their members to SAMWU
- try to have all private companies doing municipal work come under the SALGBC
- have a campaign for all work to be done directly by the municipality instead of being 'externalised'.

By 2004 SAMWU still had very few members from private companies, NGOs and CBOs. And SAMWU had not yet organised a campaign to recruit these workers.

Case study 1

The Johannesburg branch of SAMWU has done more than most other branches to organise 'externalised' workers. The first big experience was in the early 1990s, when 150 workers started to work at Selby depot on six-month contracts instead of as permanent employees of the Council. The Council renewed the contracts of these workers many times and hired more workers in this way. SAMWU recruited the contract workers, but the Council refused to make stop-orders for them. As a result, the contract workers did not pay membership fees. But they participated in all union activities. In the end the union persuaded management to make them permanent workers.

The second Selby experience was in 2003 when workers from SA Waste, a private company, told SAMWU shopstewards from Pikitup that they wanted to join the union. At that time SA Waste had a contract from Pikitup to do street cleaning at night. The Pikitup shopstewards from Selby discussed the request with their comrades from other depots. They agreed that the Selby shopstewards should recruit the SA Waste workers. Later they managed to negotiate a recognition agreement with SA Waste, and shopstewards were elected. Some other Pikitup depots followed this example and recruited workers from six other private companies which were doing work for Pikitup.

It was easy for the Pikitup workers to organise the private company workers because they work very close together. But the Pikitup shopstewards say that SAMWU has not supported them to spread organisation, has not given money to help with costs such as transport, and has been slow in dealing with membership applications. The Pikitup shopstewards also say that it is difficult to get subscriptions from these workers because they are paid in cash.

Many SAMWU shopstewards and organisers do not know about SAMWU's policy to organise all workers in the sector. SAMWU is trying to spread the message about its policy. For example, its 2003 Congress had a two-hour discussion about organising 'externalised' workers. Participants also watched a play about this issue.

• **Independent Municipal and Allied Trade Union (IMATU)**

IMATU is the second biggest trade union for municipal employees in South Africa. In mid-2002 it had more than 70 000 members. This is about a third of all municipal workers in South Africa. In the past, most IMATU members were white workers who did office jobs. In the last few years IMATU has also organised many black workers.

The word 'Allied' in IMATU's name seems to say that IMATU could also organise workers in private companies, NGOs and CBOs. So far, IMATU has not had any campaign to organise these workers.

• **South African Transport and Allied Workers Union (SATAWU)**

SATAWU is the biggest union for transport workers in South Africa. It is also the biggest union in the RFBC. SATAWU is organised into six sectors. Waste management workers are covered by the road freight sector. SATAWU also organises contract cleaning workers. These are workers who work for companies which clean offices, factories and other institutions. Contract cleaning does not include companies which clean the streets.

In 2003 SATAWU had about 100 000 members. About 15 000 members were working for road freight companies. SATAWU had about 500 members in Enviroserve, 100 in Multiwaste, 75 in MiniWaste and 200 in The Waste Group. These companies all do waste management work.

SATAWU's work with minibus taxi drivers has given it experience of organising informal economy workers. But the union has not got a campaign to organise waste management workers, including those who have been externalised by municipalities. One thing that is preventing SATAWU from organising these workers is that it does not want SAMWU to feel that SATAWU is 'poaching' members.

COSATU has a policy of "one industry, one union". SAMWU says that this policy means that all workers who provide municipal services should be part of SAMWU, no matter what company they work for. Some SATAWU people feel that if a person works for a private freight company that does work for a municipality,



the person should be a member of SATAWU. They say that if this does not happen there will be problems because some companies do both municipal and other work. The workers who do other work cannot be members of SAMWU. So then there will be two unions in one company, and that will weaken workers.

• Khanya College

Khanya College is a non-profit NGO. It is not like a union because it does not have members. But it works with workers, trade unions and community organisations that are organising workers.

Case study 2

Orange Farm is an informal settlement in Johannesburg. The Orange Farm Water Crisis Committee (OWCC) was formed in 2002 to fight the installation of pre-paid water meters by the municipality. Khanya College supported the OWCC through educational activities. In 2003 the OWCC contacted workers employed on a Pikitup sub-contract in Orange Farm. The workers were unhappy with their working conditions and had tried to join SAMWU. But a SAMWU shopsteward told them that the union did not organise workers employed by private companies. So, the OWCC asked Khanya to help the workers by providing them with educational workshops. Some volunteers working in the area also joined the sub-contracted workers in the workshops.

The workers and the volunteers created their own organisation called the Orange Farm Refuse Collectors Workers Forum (OFRCWF). It was fairly easy for the workers to organise because they all worked and lived nearby. So it was easy to communicate and to hold meetings. They held the meetings at the home of one of the workers.

The OFRCWF became weak after many of its members were sacked because they participated in a march on Pikitup Head Office. Workers who were not sacked were afraid to join the organisation.

Khanya College realised that some workers were now relying on them to help

with organising. Khanya said that it was not good for an NGO to organise workers. They said it would be better for workers to join a proper union. Khanya and the OWCC tried again to link the workers with SAMWU. They had one good meeting, but then SAMWU shopstewards did not arrive at later meetings.

Meanwhile the sacked members were too busy dealing with their sacking to concentrate on organising work. They put all their faith in the law and forgot to use strong organisation as a way to help them get their jobs back. They stopped trying to build links with the SAMWU shopstewards. In the end most of the sacked workers did not get their jobs back, and the rest of the workers were left without a union.

Employer organisations

If employers are well organised, it is easier for unions to negotiate with them. In the waste management sector, the municipalities are well organised into one organisation, the South African Local Government Association (SALGA). The private sector companies are not as strongly organised because they are divided by race between two organisations. The two organisations are the South African Waste Management Employers' Association (SAWMEA) and the Black Waste Management Forum (BWMF).

• South African Local Government Association (SALGA)

SALGA represents all of the 284 municipalities in South Africa. It has four main functions:

- it builds the capacity of municipalities to carry out their functions;
- it represents municipalities in discussions with national and provincial government;
- it does advocacy on behalf of the municipalities;
- it acts as an employer organisation. It represents municipalities on the SALGBC. It also represents municipalities on the Local Government and Water Sector Education and Training Authority (LGWESETA) which brings employers, workers and training providers together to look at skills development in municipalities.

SALGA usually makes sure that companies like Pikitup, which are owned by municipalities, obey the SALGBC agreements on wages and conditions. SALGA could also encourage sub-contracting companies to obey the SALGBC conditions but has not done this.

• South African Waste Management Employers' Association (SAWMEA)

SAWMEA is a national, membership organisation. It is registered with the Department of Labour as an employer association.

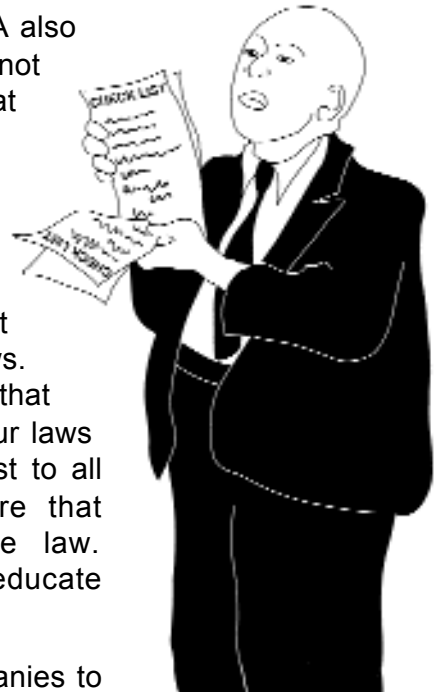
In 2003 SAWMEA had 33 member companies which employed about 4 000 workers. Most of the members are big white-owned companies but there are a few smaller companies that are members. Three out of four waste management companies in South Africa are members of SAMWEA. So far only one municipality, Emfuleni, has joined SAMWEA.

SAWMEA does not have a big staff. It only has one part-time administrator. It shares the administrator with the Institute of Waste Management of South Africa.

The waste management business is very competitive. This made forming an organisation difficult. But in 2000, companies realised that an organisation could help them with many problems, including worker problems. A SAWMEA person explained:

“There was a lot of pressure from workers, from the employee bodies like unions, which were well organised. And the industry wasn’t organised. And the workers were really manipulating and putting pressure on the system. And I think it was time to have a body talking to the unions.”

Besides dealing with worker issues, SAMWEA also tries to ensure that member companies do not break the law. They do so because they say that government is not doing enough to ensure that all companies obey the law. This can give companies which break the law an unfair advantage over the companies which obey the law. So far SAMWEA has concentrated on laws about the environment. It has not yet looked at whether its members obey labour laws. But it is drawing up a checklist of laws that companies must obey and has included labour laws in this checklist. It plans to give this checklist to all municipalities so that they can make sure that companies which get contracts obey the law. SAMWEA will also have workshops to educate member companies about all the laws.



SAWMEA does not want private sector companies to be part of the SALGBC. SAWMEA says that the private sector companies cannot afford the municipal workers’ wages and conditions.

• **Black Waste Management Forum (BWMF)**

BWMF is an informal network of black waste management companies and consultants. It was set up in 1998 by some of the big black waste management contractors. BWMF is only active in Gauteng province. In 2002 it had ten active member companies. Each company had about 300 permanent workers.

BWMF’s main aim is to increase black ownership and control of the waste management sector. The Forum does not deal with labour relations issues. It is not registered with the Department of Labour as an employer association. It has not asked to join the RFBC.

BWMF does not have any staff or offices. Members do not pay membership fees. Instead, members use their own money, people and other resources to do BWMF work.

Other organisations

The SALGBC, SAMWEA and BWMF are membership organisations. This booklet also describes two non-membership organisations that work with waste management employers. The first is The Entrepreneur Development Corporation (TEDCOR). The second is the Built Environment Support Group (BESG). TEDCOR works with small private sub-contractors. BESG is an NGO that works with community groups.

• Billy Hattingh and Associates and the Entrepreneur Development Corporation

Billy Hattingh and Associates (BHA) works in rural and peri-urban areas which did not have proper waste management services during apartheid. It says its aim is to promote black entrepreneurs who will provide waste management services in these areas.

Case study 3

BHA won its first tender in the Kwandebele homeland in 1992. In 1996 the European Union gave it an award as the best reconstruction and development programme (RDP) project in South Africa. In 1997 BHA became The Entrepreneur Development Corporation (TEDCOR). By 2004

TEDCOR had done work in 16 municipalities in

six provinces in South Africa. In some

municipalities it works together with

the South African National Civic

Organisation (SANCO). For

example, SANCO supports

TEDCOR's bid to get the

tender, and helps select

the entrepreneurs. In

some cases SANCO

leaders have become

TEDCOR entrepreneurs.

TEDCOR entrepreneurs

must live in the area where

they provide services. Most of

the entrepreneurs do not have

previous business experience.

TEDCOR trains the entrepreneurs in

how to run their business. This training should

include labour law. But in some cases it seems that

TEDCOR entrepreneurs do not obey labour laws. For example, their workers do

not get payslips or protective clothing. Also, many TEDCOR entrepreneurs do

not register with RFBC and pay less than the RFBC minimum wage.



The RFBC agreement says that owner-drivers who have only one vehicle do not need to register their employees with the RFBC. In the first years of TEDCOR most of the entrepreneurs were owner-drivers. By splitting up the tender between the entrepreneurs, TEDCOR kept them free from the RFBC agreement. Today many of the entrepreneurs employ drivers. This means they should fall under the RFBC.

TEDCOR says that the people it has contracts with are entrepreneurs. In many ways, though, they are more like employees or managers. TEDCOR tells the entrepreneurs where to deliver services. It checks that they are doing the work properly. It makes all the payments to the Unemployment Insurance Fund (UIF) and Compensation Fund for the entrepreneur's employees. It receives financial reports on each entrepreneur from the accounting firm which pays the entrepreneurs. Most importantly, the money for the work does not go directly to the entrepreneur. Instead, the municipality pays the money into a bank account which is controlled by TEDCOR. TEDCOR then pays a 'salary' to the entrepreneur out of this money and keeps some of the money for itself as payment for the services it delivers to the entrepreneur.

• **Built Environment Support Group (BESG)**

BESG is based at the University of KwaZulu-Natal. It is an NGO which works on housing issues. In 1998 BESG became involved in municipal community partnerships because it saw that some of the new housing projects were not getting services from the municipality. The municipalities said that they did not have enough money to provide services to these housing projects. BESG thought that MCPs could be a solution because they might be cheaper than other ways of providing services. MCPs also allow community participation.

Case study 4

One of the MCPs that BESG helps is in Msunduzi. The MCP is a three-way relationship between the municipality, BESG and community groups in three areas of Msunduzi. BESG designed the project and raised funds to start it. BESG also provided training to the community groups to help them supervise the project.

The community groups in the three areas selected the workers for the project. All the workers came from the community. In the beginning the MCP was the employer of the workers. Later BESG became the employer. As the employer, BESG pays the wages, deals with disputes, and manages the project supervisors. BESG became the employer because it wanted workers in all three areas of Msunduzi to have the same working conditions. BESG also felt that the community groups and supervisors could not discipline workers properly because they were neighbours.

This arrangement creates similar questions to TEDCOR about who is the employer, who the manager, and who the employee.



How can we recruit 'externalised' workers?

Activity 4

Aim

This activity will get participants:

- to discuss how they organised in difficult circumstances in the past;
- to debate why SAMWU should organise externalised workers;
- to plan how to recruit and organise externalised workers.

Time

Approximately 2¼ hours.

Method

Divide participants into groups of 4–5 people. Participants should read Case Study 1 on page 24 and Case Study 2 on page 26. (10 minutes)

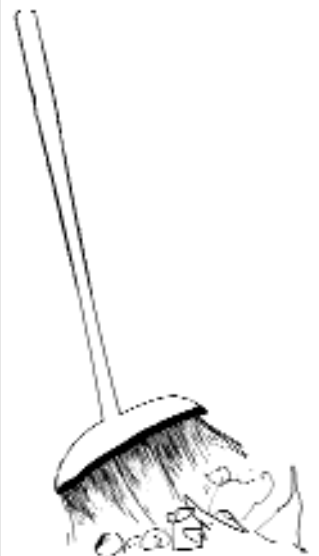
1. Ask members of your group to introduce themselves (if they haven't already done so), and to say:
 - how many years they have been a worker;
 - how many years they have been a member of a union (any union).

Now ask the workers who have worked for the longest, or who have been a member of a union the longest, to say:

- In the past (especially under apartheid), how did you struggle to organise? What obstacles did you face when you tried to organise? How did you overcome these obstacles?

Encourage other participants to ask questions and to add their own experiences. (15 minutes)

2. Discuss the strategies used to assist externalised workers in Case Studies 1 and 2. Which of these strategies do you agree with, and which not? Why? (20 minutes)
3. Develop a plan for your depot or branch to recruit and organise externalised workers. The plan must say clearly *who* must do *what*, and how you will take the plan forward in the union. (20 minutes)
4. Make a good *slogan* that can be used by SAMWU in recruiting and organising externalised workers. (10 minutes)
5. Present your plan to plenary. You must explain why you have chosen these strategies. Other groups can comment or ask questions about your plan. (30 minutes)
6. All participants vote for the best slogan. (5 minutes)



5 Lessons for going forward

In February 2005 SAMWU ran a pilot workshop to test this booklet. Most of the participants were waste management workers employed by the City of Cape Town. There were also some shopstewards from sub-contracting private companies. The participants discussed how to take forward the union's campaign for decent work and quality jobs. They came up with the following ideas:

- It is important to launch a full-scale recruitment campaign to reach as many as possible of the workers employed by private companies, big or small, and workers on community-based projects.
- An important first step is to do more research on these companies, their contracts and the laws affecting workers' contracts and conditions.
- The union must recognise that many of the workers who suffer the worst conditions are women. It must find ways of reaching them in their communities or homes.
- The union must develop proposals for minimum labour standards that municipalities must incorporate into their tenders and business contracts.
- The union must work with SATAWU and other unions who are organising in private waste management companies to develop a strategy that will provide the best solution for workers.
- The union must make sure that unorganised workers are organised and that the union has a clear strategy for ensuring they get effective services from the union.
- The union must put pressure on the Department of Labour to inspect companies to see if they are complying with the BCEA and occupational health and safety laws. The union must also put pressure on bargaining councils to enforce their agreements.



ILO fundamental labour Conventions

The ILO's eight fundamental labour Conventions are also known as the 'core' Conventions. These Conventions apply to all workers, no matter where and what sort of work they do, and no matter what form of contract they have.

The Conventions cover four categories of principles and rights at work:

1. Freedom of association and the right to collective bargaining

- Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), and
- Right to Organise and Collective Bargaining Convention, 1949 (No. 98);

2. The elimination of all forms of forced or compulsory labour

- Forced Labour Convention, 1930 (No. 29), and
- Abolition of Forced Labour Convention, 1957 (No. 105);

3. The abolition of child labour

- Minimum Age Convention, 1973 (No. 138), and
- Worst Forms of Child Labour Convention, 1999 (No. 182);

4. The elimination of discrimination in employment and occupation

- Equal Remuneration Convention, 1951 (No. 100), and
- Discrimination (Employment and Occupation) Convention, 1958 (No. 111).