

COMMUNITY BASED WASTE MANAGEMENT (COBWAMM)

Waste Management Business

The Strategy

[Type the author name]

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This document contains the outlined strategy that will help COBWAM to develop and manage a waste management operation in Mombasa. It gives an outline of the target customers, the customer relationship, resources and key partners required, an analysis of the cost structure versus the revenue

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1.0 Executive summary

a) Business Concept

COBWAM is proposing a waste management business to service the un-underserved areas of Mombasa County; with an emphasis on Mombasa West. COBWAM will conduct primary waste collection from householders and businesses, sort and store, secondary collection and transportation to the designated areas. Current, waste collection is at 48% with most of the waste collected and dumped into the neighbourhoods thus sprouting illegal dumpsites.

b) Purpose of the Business Strategy

The business strategy serves the following purposes;

1. Internal controls and management of waste management activities within COBWAM and its associate partners including Big Ship among others.
2. Provide guidance in resource mobilization to fulfill the wished of COBWAM in its waste management initiatives/ services.
3. Aid in soliciting legal support in ensuring that service delivery is legal, reliable, convenient for the end user.

c) Financial Features

COBWAM estimates collection of up to 600 tons of waste weekly and estimates expenses of up to Kshs. 100,000 with gross profit margin of Kshs. 200,000 a month. Startup expenses are estimated at Kshs. 500,000.

d) Management

COBWAM will benefit from an experienced entrepreneurial-based management team. James Katana, an Economic Developer, is responsible for strategic corporate planning; with Jennifrense at the centre of financial management. Ibrahim Hassan assumes the role of a Director with Akula Khamis and Bosco Juma being Co-Directors.

e) Partnerships

COBWAM will strive to form mutually beneficial partnerships with local waste pickers. Community (clients) will receive ready waste collection service and more favorable waste collection rates while waste pickers will find easy anchorage on the waste disposal for ease transfer to the dumping sites.

f) Grant Request

COBWAM is seeking Kshs. 500,000 funding; and to leverage this funding, COBWAM will provide Kshs 150,000 of in-kind contributions in the form of labor. The funding will be applied towards startup costs. This includes a availing of key resources and marketing strategies/ inventory.

f) Economic Impact

With current unavailability of easily accessible and reliable waste collection services, COBWAM will provide an easily accessible, reliable and risk-free services and assure year-round availability. **Clients will also save costs from source separation** initiatives where they will not only receive subsidy from their waste collection fees but also make money from sale of recyclables.

COBWAM will stimulate growth in the demand for waste collection and recovery activities which in turn will increase the supply of resource-rich waste for further processing and recycling. It will do this through:

- » Enhanced coordination of the waste management system providing a base for additional opportunities for youth employment in the collection, re-use, and disposal of the County's municipal waste.
- » Strengthening sector research and development to explore alternative market-led solutions to waste management that delivers world-class innovation.

2.0 Introduction/background

Mombasa is Kenya smallest yet populous County and it is estimated that it generates at least 875 tones of municipal solid waste per day. Population growth is high, averaging 3.8%. Managing ever increasing quantities of solid waste is an issue that needs to be urgently addressed. The majority of formally managed waste (**420.37 tones**) is collected through a combination of formal and informal primary waste collection agents. Around 420 tons of waste is being disposed of daily at the Mwakirunge dumpsite. With the decommissioning of Kibarani dumpsite, there has been a challenge on moving waste from Mombasa mainland west and island to Mwakirunge. Most of the wastes generated with residents particularly within Mombasa West therefore do not find their way to the dumpsite thus ending either in ditches or valleys. The situation of having challenges with waste disposal at the dumpsite has presented an opportunity of introducing models that will do away with waste dumping (dumpsites) but instead managing waste in ways that are sustainable.

The proposed model will also combat the following currently constrained:

- Poor coordination resulting in a fragmented waste management system with most players acting in isolation.
- Weak R&D function limiting green innovation and entrepreneurship in the sector through innovative collection, recovery and divergence of waste.
- Adverse effect of climate change

3.0 Overall goal of the project

To provide a reliable, affordable and efficient waste management service and derive value from resource rich waste products in order to promote healthy of the communities and protect natural resources.

4.0 The Business strategy

4.1 Waste collection service-RECO

In this system, a collection vehicle travels a predetermined route at prescribed intervals, usually every two to three days, and stops at selected locations; allows the waste pickers to collect waste from door steps into the waste collection truck. Vehicle and labor productivity of this system lies between low and medium. The timing must be such that there are residents or servants in the properties to bring out their waste, otherwise the waste will be left out in the street.

4.1.1 Objective

Facilitate provision of adequate and affordable waste collection services for socio-economic development -enhanced environment - to protect the health of the residents and the natural resource in Mombasa County.

4.1.2 Key activities for the waste management business

Cobwam will incorporate the following activities in its business venture in order to enhance service provision at the community level as well as provide opportunity for profit making;

Table 1: List of activities and their descriptions

Subject	Variable	Description of variable
Primary Collection	Mapping of waste collection zones	GIS mapping will be conducted to determine the waste collection zones that will be toured during the waste collection. Clients will also be mapped using – and an App for client interaction will be developed to enable clients sign up for services.
	Kerbside/front collection door	A truck will travel in pre-determined routes mapped with GIS to enable locate the clients during waste collection
Secondary Collection	House keeping	At some point, Cobwam will also offer cleaning services within offices to ensure such services are available for those establishments that did not want to hire permanent staff for the said job.
	Fumigation and pest control	Fumigation will be used to control pests that completely fill an area with gaseous pesticides or fumigants—to suffocate or poison the pests within.
Transfer/ Transport	Environmental impact assessment of transfer station	Cobwam has already started engaging National Environmental Management Authority (NEMA) for an exercise that will ensure the waste storage area is assessed for any environmental harm and advises provided in advance.
	Licensing costs for the transfer station	After the EIA, NEMA will be asked to license the transfer station
Sorting and Separating Waste	Waste management pickers	Cobwam will manage the services of waste pickers at the transfer station to ensure the aspect of waste sorting and separation is managed professionally.
	Sorting at source, waste generator	Cobwam through the guidance of the Environmental Bill – Mombasa County will emphasize on waste separation from source for ease collection and management. Clients who do source separation will be incentivized.
	Sorting at materials recovery facility	At the transfer station, Cobwam will use the waste pickers' services to ensure waste is professionally sorted and separated before taken to the land fill.
Buy back management	Buying from buy back centre/ MAREFA	Cobwam will set up a buy back centre at MAREFA to enable buy back services from whoever will require selling recyclable waste materials.
	Buying from point of generation	During the waste collection service, Cobwam will also emphasize on buying recyclable waste from clients who will have separated from source,
	Subsidizing for waste collection service upon source separation	While collecting waste from clients that have already been separated from source, Cobwam may subsidize the monthly waste collection fees with the value of the recyclable waste collection from the client.

Cobwam will however make a step by step initiative in actualizing the activities; starting with a pilot, which may include just but a few activities from the beginning, learning through the experience as it increases its scope (scale) big time both vertically and horizontally.

4.1.3 Determination of Customer Segments

Waste will be collected from a variety of segments as prescribed below. Each category will have its own service fee; the App will ensure that each segment is identified with its category rate, number of collections and then invoiced as per the rate and number of collections.

Table 2: Customer segmentation and categorization

Variable	Indicators	#
Waste Generators	Residential (Household)	100
	Residential (Apartment)	100
	Commercial (supermarkets)	10
	Commercial (Shopping Complex)	5
	Commercial (Offices and companies)	20
	Hospitality (Bars/guest house)	10
	Hospitality (Hotels)	5
	Specialist (Industry)	5
	Specialist (Pharmacy)	10
	Specialist (Clinic/Hospital)	2
	Institutions (Private Schools)	5
	Institutions (Public Schools)	15
	Other (CBOs - small waste collectors)	150

Despite representing the **Customer Segments** section of the business model canvas, residents participating in the waste collection should be considered as 'regular clients' while others who are not regular but rather as **ad hoc**, request for collection service as anonymous participants in the new waste collection services. In this form, the App will specify the type of client signing on the service while invoicing them for payment as prescribed in the application.

4.1.4 Value Propositions

Cobwam will derive value of its waste collection service from a number of unique operations different from the other waste collectors. These unique features will help provide a 50-50 balance between the business and the community for mutual gain.

Table 3: Value derived from signing up of COBWAM services

Variable	Description of the value proposition
Public Health/ Environment Management	Cleanliness, health consequences, nuisance, pests, odour. Environmental protection.
Convenience	Time saving, no dirty work
Risk Reduction	Service guarantees clients free from risks, service is abiding by laws
Service Diversification	Gardening services, general maintenance Public cleaning (e.g. surrounding area of client)
Recycling Rebate	Buys back/reduced cost of service for recyclables from client Cost of service will reduce for clients who separate their waste
Peer Pressure	Reduced cost for group sign up/reference sign up. Perks and bonuses for those who recommend to sign ups and those who sign up, everyone becomes sales agent to promote company - the franchise

Clients will have a variety of advantages to sign up for COBWAM waste management activities as compared to other available services within the County. This ensures that clients gain more from COBWAM services.

4.1.5 Customer Relations

Cobwam will apply various manual and automated approaches to reach out to the community to sign up for its services; some of them are listed below.

Table 4: Marketing strategies

Variable	Description
Online marketing using App	Cobwam will make the app interactive for the users so that they get regular information when a new product comes to the market
Door to door awareness	Cobwam may envisage deploying a marketing team that will go door to door during the pilot period to sensitize community to sign up for waste collection service and the use of the app
Branding of the waste collection personnel and any other Cobwam platform	Regular visibility of the Cobwam brands will always ensure that clients identify Cobwam and its services all times
Public cleaning (e.g., surrounding area of client) - adopt a neighbourhood	2-3 times a year; Cobwam will work with Big Ship as its community sensitization arm to liaise with local public benefit organizations to create awareness to clients through clean ups
Print (unpublished) (e.g. flyers)	On a quarterly or half yearly basis, Cobwam will publish flyers during its marketing days and distribute to clients to get an understanding of the diversified services offered.
Radio	3-4 times a year to talk of the environment. Baraka FM, Msenangu FM
Television	Potential to roll out wider environmental TV programme with Raia TV
Theatre	If there are theatre groups around Mombasa west, they could be involved in awareness creation on environment, with emphasis on Cobwam activities
Social Media (e.g. Facebook, Twitter)	Big ship has a Facebook page that will help disseminate information on Cobwam service delivery
Web Platform (e.g. website)	Presence of website calls for frequent updates on blog site, and ensure interaction with public
Mobile Platform (e.g. SMS info, hotline number)	Company phone line, specifically for company. Advance technology of tracking clients on mobile in plan, when completed it could form the basis of regular communication, payments with clients
Office	Some clients will need to access office for them to confirm legitimacy of the service - office will be available for such service delivery
Community/ Chiefs Barazas	Big Ship, the Cobwam arm is known for its strength in mobilizing barazas, this will be used quarterly with the administration to create environmental importance as the waste management component being sold to the community

COBWAM services will be outstanding, with a clear brand or identity provided to the clients. COBWAM will apply all or any of the above strategies in places where they deem applicable to the target audience.

4.1.6 Channels

Cobwam has a number of channels that its clients could interact with in terms of product diversification or when need arises;

Table 5: Ways that clients can interact with the service

Subject	Variable	Description of variable
Purchase	Bank Deposit	It's possible, but no one is paying this way.
	MPESA (e.g. SMS payment)	Pay bill and/or Lipa Na Mpesa
	Agent/Landlord (e.g. payment is collected by landlord)	Landlords and estate agents will provide reference for their tenants
	Door to Door	Payment collected at door, upon collection of waste – at this point, the waste collector will have a receipt for any cash collected as well as lodge the payment online for reflection.
	Office	Clients can pay at office, to secretary/accountant
Personal Assistance	Customer/quality service representative	1 person, hotline number, 100% dealing with customer related issues
	Convenient & consistent collection times	Design waste collection days so that personnel could be discharged to collect waste at door steps regularly - each collection will be logged into the app to ensure genuine collection and invoicing- complaints management
	Other	
Self service	Provision of receptacles	Cost of providing receptacles to clients will be made at the beginning to ensure that clients get somewhere to store their waste before collected; receptacles will be emptied regular on collection and left to the clients.
	Branded receptacles	Receptacles will have logo and details for Cobwam for identity purposes.

Clients will have an easy time to communicate with COBWAM through any of the above and ensure that they receive prompt and reliable responses for their queries.

4.1.7 Revenue Streams

The waste collection system acquires its revenue through clients' participation in the business. The waste collector should keep in mind that their service, while highly susceptible to fluctuations/inconsistent participation/usage rates in specific/known areas is highly complimented by its ability to cover a substantially larger number.

Table 6: Determination of revenue from service provision

Subject	Waste Generators	Yes/No/#	Revenue Streams
Waste Generators	Residential (Household)	100	20,000.00
	Residential (Apartment)	100	30,000.00
	Commercial (supermarkets)	10	15,000.00
	Commercial (Bandas)	0	0
	Commercial (Large Markets)	0	0
	Commercial (Shopping Complex)	5	7,500.00
	Commercial (Offices and companies)	20	10,000.00
	Hospitality (Bars/guest house)	10	10,000.00
	Hospitality (Hotels)	5	7,500.00
	Specialist (Industry)	5	75,000.00
	Specialist (Pharmacy)	10	5,000.00
	Specialist (Clinic/Hospital)	2	3,000.00
	Institutions (Private Schools)	5	7,500.00
	Institutions (Public Schools)	15	22,500.00
	Institutions (Colleges/University)	0	0
	Institutions (Government Offices)	0	0
	Other (CBOs - small waste collectors)	150	15,000.00
			228,000.00

The business should expect to make nominal sums of revenue from the sale of recyclables initially, but plan to scale up recycling activities in later phases of the waste collection system.

4.1.8 Key Resources

Due to substantially fewer opportunities to build Customer Relations with users/participants under the waste collection model, business must design, invest and professionally present a variety of key resources to communicate its vision and identify itself as a trustworthy and professional entity.

Key human resources to the waste collection service might include:

- Trained staff and managers who are well spoken, attentive and professional in performing their duties.
- Trained managers/directors who exert influence, investing in their staff and making unbiased disciplinary measures to rectify misconduct at the company.

Table 7: Determination of key resources for the business model

Supporting policy/legislation	COBWAM references law in value proposition to influence clients to sign up – for example, the existence of an environmental bill in Mombasa will make it easy to persuade clients.
The App	COBWAM will rely on online services with an App developed specifically to enable clients to interact with the service, make applications, requests, and payments and even look for any up-coming service.
Legal representation (Cobwam lawyer)	COBWAM will sign up for some legal service from a renown legal practitioner; to provide legal advise
Franchise license	Cobwam may need to issue some license to any CBO whose adopted a site to implement the waste collection service in partnership
Transfer station license - NEMA	Cobwam will operate through a waiver process on its waste storage operations for a period of approximately six months before they are fully licensed to operate a waste transfer station

Key materials resources to the block collection model might include:

- **Overalls/uniform** - to advertise the logo/branding of the waste collector publicly e.g. a company uniform that displays branding material/company logo etc. This also assists customers to identify/differentiate the waste collector from the standard waste collector that normally operates in plain clothing without branding.
- **Personal protective equipment** - to both protect staff and identify/differentiate the waste collector from the standard waste collector that normally operates in plain clothing without personal protective equipment.
- **ID Tag/Business Cards** - to both advertise the logo/branding of the waste collector publicly and help users/participants to identify specific personnel at the company should they wish to follow up with this person in the future or submit a complaint to management on their performance.
- **Branded waste collection truck** - to advertise the logo/branding of the waste collector publicly and assist customers to identify/differentiate the waste collector from the standard waste collector that normally collects waste using an unbranded handcart.

4.1.9 Key Partnerships and business synergies

In the beginning, COBWAM through its affiliated arm – Big Ship CBO to work closely with Local Leaders - local government leaders to broker relationships in new areas/neighbourhoods where the waste collection service needs to penetrate.

In the course of its operation, COBWAM will create synergies with the following for the specified roles;

Table 8: Business partnerships

Strategic partner	Role they play in the business
Waste pickers	Conduct waste collection service within the waste collection truck, be the link between the service and the clients; some of them may be involved in the waste picking business for recyclable waste materials and provide to COBWAM through MAREFA.
Small waste collectors (CBOs)	the waste collector may create partnerships to avoid displacing others or exert influence more effectively via collaborating with waste collectors whom are better known (e.g. holding a long history of waste collection in the area) or better respected (e.g. tribal/religious/political factors). They also ensure that services from the hard to reach areas are received with COBWAM providing them with an ease waste transportation role.
Utility providers	Supply the business with the required utilities such as PPE among others.
NEMA	Provide coordination, regulatory services to the waste collection and transportation business for legitimacy.
Transportation companies	Provide waste collection trucks for hire; trucks should be duly licensed by NEMA
Legal practitioners	Provide legal services to the company

4.1.10 Cost Structure

The waste collection service has a more favorable cost structure;

- Staff salaries and equipment rental (e.g. truck) are expected to make up the bulk of expenses for the company.
- Personal protective equipment and marketing/promotional/branding materials are expected to be new, up front, once off expenses for the company to satisfy the requirements of the proposed customer relationship strategy.
- Staff time and lost income due to chasing client debts are often represent a considerable loss to waste management operations. COBWAM waste collection service is an 'on-line', where an App helps clients to apply, request and appreciate for the service provided to them.
- A line up of the cost structure is as described below;

Table 9: Expense structure for the business

Subject	Variable	Yes/No/#	Cost
Awareness/ Evaluation/ Delivery	Online marketing using App	Yes	20,000.00
	Door to door awareness	Yes	-
	Branding of the waste collection personnel and any other Cobwam platform	Yes	-
	Public cleaning (e.g. surrounding area of client) - adopt a neighbourhood	Yes	30,000.00
	Print (unpublished) (e.g. flyers)	Yes	2,500.00
	Print (published) (e.g. newspapers)	No	-
	Radio	Yes	-
	Television	Yes	-
	Theatre	No	-
	Social Media (e.g. Facebook, twitter)	Yes	-
	Web Platform (e.g. website)	Yes	-
	Mobile Platform (e.g. SMS info, hotline number)	Yes	12,000.00
	Office	Yes	-
Community/ Chiefs Barazas	Yes	20,000.00	
Personal Assistance	Customer/quality service representative	Yes	7,000.00
Self service	Provision of receptacles	Yes	15,000.00
Presentability	Business cards	Yes	5,000.00
	Branding (e.g. logo, letterhead)	Yes	
	Staff IDs	Yes	
	Other	N/A	
	Taxes/ compliance at the dumping site	No	5,000.00
Human	No. of full time staff (administration)	3	45,000.00
	No. of casual staff - waste collection staff	4	28,000.00
	No. of casual staff - Marketing staff	2	10,000.00
	Consultant to develop the App	Yes	

			20,000.00
	Standard Operation Procedures for waste management	Yes	20,000.00
Transportation	Motorcycle	1	0
	Lease/hire costs	1	180,000.00
Equipment	Hand tools: Shovels, Rakes, Slashers	0	0
	Branded PPE	5	10,000.00
	Other	N/A	0
			429,500.00

4.2 MAREFA development

MAREFA - A Material Recovery Facility is an open space with facilities that receives, sorts, processes and stores recyclable materials to be shipped and marketed to end-users. The materials recovery facility accepts materials, whether source separated or mixed, and separates; processes and stores them for later use as raw materials for remanufacturing and reprocessing.

The main function of the MAREFA is to maximize the quantity of recyclables processed, while producing materials that will generate the highest possible revenues in the market. MAREFA will also function to process wastes into a feedstock for biological conversion or into a fuel source for the production of energy.

MAREFA serve as an intermediate processing step between the collection of recyclable materials from waste generators and the sale of recyclable materials to markets for use in making new products. There are basically four components of MAREFA facility: sorting, processing, storage, and load-out. MAREFA is privately owned and operated by Big Ship Organization. At this point, it's a pilot after which the County Government of Mombasa could publicly own the scalable facilities throughout Mombasa or it could privatize them for easy management.

4.2.1 Objective

To derive value for resource rich waste materials for increased livelihood development for waste handlers and the entire community in Mombasa County.

4.2.2 Stakeholder mapping

MAREFA conducts research and analysis of existing stakeholders to understand their current waste streams. The research will include understanding the partners handling resource rich materials in Mombasa and its environs as well as the type of waste they move around and quantities/ prices to enable COBWAM make informed decisions.

4.2.3 Supply Partner(s) identification

MAREFA identifies and establishes partnerships with downstream partners who would help derive value for waste materials. These partners would increase inlets for waste materials as well as act as agents for waste recovery. MAREFA envisages including the waste pickers, householders and businesses.

4.2.4 Develop and implement pilot models

MAREFA will provide the following services to its clients;

1. **Establish Buy Back centre:** Mombasa County has been producing over 32% of recyclable waste which most of it ends up in the landfills. The established buy back centre possibly at MAREFA will help to attract

waste materials recovered from the community level by individual community members, waste pickers and businesses among others possibly for sale. MAREFA will capitalize on this to increase its resource recovery and collection of quality waste materials to fetch better prices at the market among other value addition activities deemed fit for the company.

2. **Waste composting:** Biodegradable waste forms the bulk of waste at approximately 58% of the total waste produced in Mombasa County. MAREFA will pilot a composting initiative aimed at (1) reducing the amount of waste transported to Mwakirunge dumping site, (2) produce organic manure that could be resourceful in landscaping, gardening and by extension resourceful to farmers in Mombasa and its environs. This reduces the costs of transportation as well as increasing income streams.
3. **Waste valorization:** – the process of converting waste materials into useful products. There are a number of products that MAREFA will purpose to produce from waste materials including;
 - a) **Charcoal briquettes** – these products will typically be handmade and sold locally for profit. Charcoal briquettes can be used as replacement for charcoal for cooking, and combustion but vary in quality, often having a much lower calorific value and less efficiency than charcoal.
 - b) **Handicrafts** – such as shopping bags weaved from recovered plastics will generally be well-made and designed and marketed door-to-door, to the households they collect waste from

4.2.5 Stimulate demand for waste services

MAREFA with support from its associate partners will stimulate customer demand through raising awareness on the value of the waste recovery. This will include identification of the possible channels of communication to the larger customer base such as face to face visits and talks, posters, leaflets, barazas (community meetings), environment days. The channels will be identified best of the preference from the customer base as well as experience to implement the channel.

4.2.6 Develop quality partnerships with potential service providers

MAREFA with support from partner(s) will develop quality partnerships with support service providers who have direct connection with services offered. The support provided could be in form of technical advice, linkages with market players, links with financiers or investors, in providing linkages and supporting them to sustain the linkages within the service delivery.

5.0 Risk Analysis

5.1 Strengths:

Waste management is a daily or routine exercise that is very vital to the community. It has to be provided on a daily bases failure to which it may cause serious mayhem to the community. At the moment, waste collection and disposal mechanisms are biased, with most of the private sector players operating in high end residential targeting big money, while informal players struggle at the low end. The mix in between the low end service provision and the disposal points becomes another hitch and thus leaving a lot of the waste scattered within the community in informal dumping sites. With this in mind, COBWAM has come up with a strategy that will not only provide waste collection service to the underserved neighbourhoods but also provide a reliable and risk free connection between the low end service providers and the end point where waste is to be dumped.

5.2 Weaknesses:

Sufficient land for waste disposal around Mombasa west and thus COBWAM will need to extend its transportation operations to Mwakirunge, which will pose a challenge due to the un-availability of transportation truck – relying on truck owners for rental.

5.3 Opportunities:

- Willing to pay from the waste generators provide a greater opportunity for COBWAM to initiate its cost effective waste collection services in Mombasa.
- Availability of environmental policy and the waste management bill have proved to be quite handy in motivating the services offered by COBWAM; not to forget that Directors of COBWAM have been involved in the development of the said policies.

5.4 Threats:

- There exists competition from other large waste collection companies which have already established their brands throughout Mombasa. COBWAM will need to use highly innovative ways of service provision to outshine the rest.
- The waste management industry is one that is at the mercy of the 'Deeper State'. Although COBWAM enjoys its stake relationship with the King makers in Mombasa, the interest of the Deeper State remains unpredictable from time to time. Establishing a waste management operation in Mombasa will require a relatively large political extensive goodwill to penetrate the deeper state and manipulate its interests in the sector. This is what COBWAM needs to struggle with before breaking the odds.

6.0 Company management structure