

“The resource-securing strategies of for-profit and not-for-profit organizations in a complex and uncertain environment: The case of waste picker organizations in Ouagadougou, Burkina Faso”

IAP-Day 6

Workshop 1A

8/05/2015

Catherine Dal Fior



Agenda

- Waste management sector in Ouaga
- Motivation for the research
- Theoretical framework
- Methodology
- First findings
- Contribution
- Next steps

Waste management sector in Ouaga

1960

- independence
- **weak public service in Ouagadougou**

90'

- **SAPs: Privatisation – Public-Private Partnership (World Bank)**
- **Proliferation of associations (+ some enterprises)**
- Environnemental code and waste management master plan (2000)

2003

- **1st call for tender for the waste collection**
- **12 areas** in Ouaga given to Economic Interest Groups of enterprises and associations

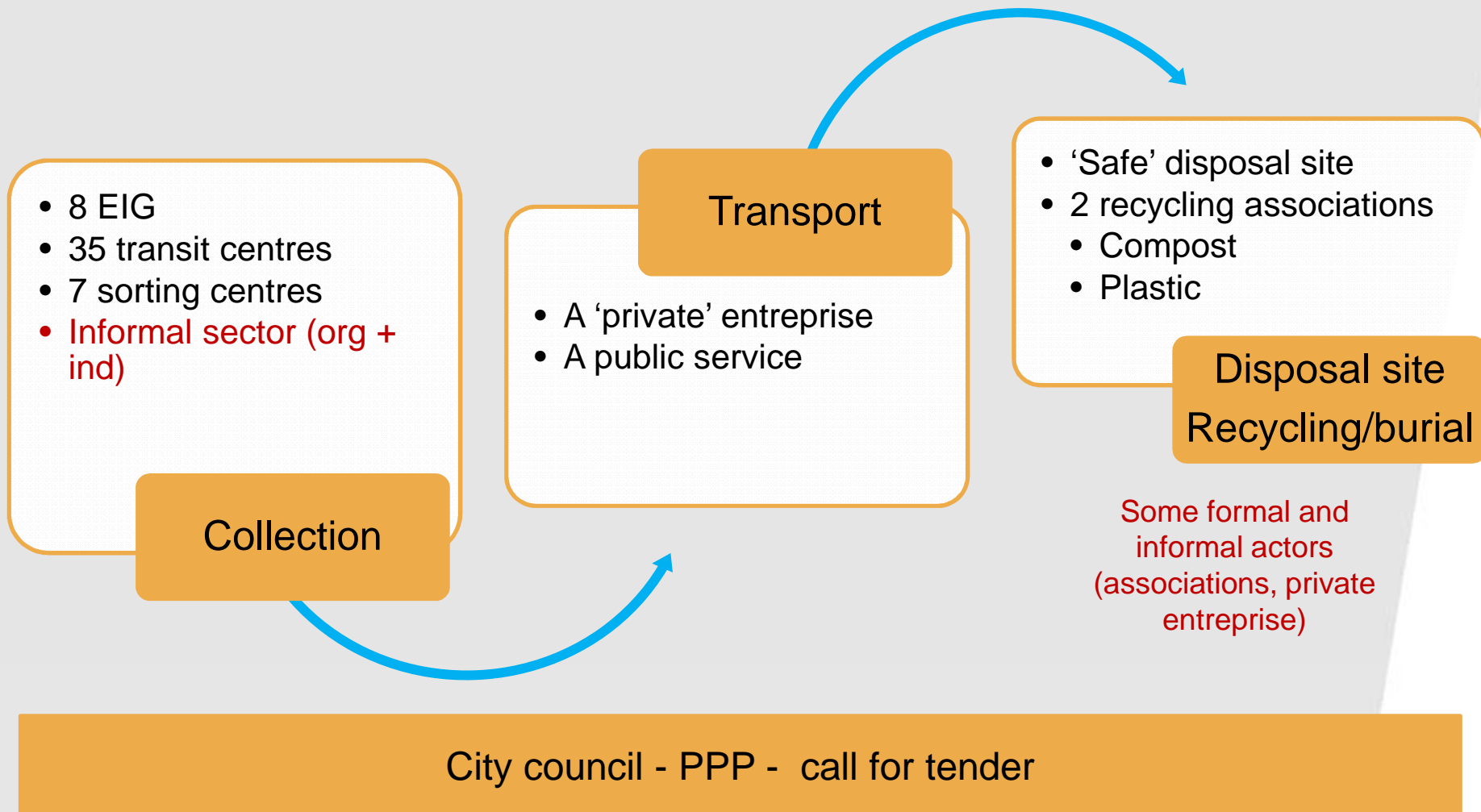
2014

- **New call for tender and new division of Ouaga → But delayed because of the political crisis (transition)**

Now

- Always **informal** associations collecting waste
- Chaos, disorder in all the stages of the sector
- More than 50% still not collected

Waste management sector in Ouaga



Waste management in Ouaga

1. Collecting (donkey carts, tricycles, trucks)



Transit centre



2. Transporting



3. Recycling



4. Disposing



Motivation for the research

- to understand and explain the resource-securing strategies adopted by different types of waste collection organizations to deal with the uncertainty and complexity of their environment
- In this changing environment, where informal and formal intertwine:
 - how do different types of organizations manage their access to crucial resources in order to survive and develop?
 - How do informal and formal, for-profit and not-for-profit organizations position themselves against each other?
 - How can the different strategies be explained and connected with the different organizational forms and activities in a comparative perspective?

Theoretical framework

- Resource Dependence Theory - RDT (Pfeffer et Salançik, 1978)
 - to understand how organizations control their external resources needed to survive and/or grow in uncertain environments
 - organizations are **embedded in interdependent networks** (from their perception) of other organizations or institutions, distributing power and resources
 - organizations can manage **strategies to reduce the constraints of their environment** and keep or gain control of their resources (eg. mergers and acquisitions, joint ventures, recruitment of Directors, political action, etc.)

Methodology

- Multiple case studies (qualitative approach)
- Data collection - 3 steps:
 - an exploratory study was conducted in 2014 to interview different actors of the waste management sector in Ouagadougou (city council, waste collection organizations, recycling organizations and individuals, NGOs, etc.).
 - at the beginning of 2015, in-depth interviews were made with presidents/directors of 8 organizations but also with different members of the staff (secretary/accountant, waste pickers and other employees)
 - daily work observation and participation in formal and informal meetings yielded additional data

8 case studies

ASSO-1	ASSO-2	ASSO-3	ASSO-4	ENT-1	ENT-2	ENT-3	ENT-4
Association 1995	Association 1999	Association 1999	Association 2003	Enterprise 1993	Enterprise (former cooperative) 1990	Enterprise (former association) 1996	Enterprise (former association) 1992
Head of EIG → 3 asso	Head of EIG → 10 asso	Head of EIG → 2 asso	'Informal' Future EIG of 10 asso	Member of EIG of 4 ent. + Head of CGED (federation of waste collection enterprises)	Member of EIG of 3 enterprises	Head of EIG → 2 enterprises & 2 association s	Member of EIG + Head of CAVAD (federation of waste collection associations)
17 empl.	25 empl.	20 empl.	15 empl.	17 empl.	23 empl.	40 empl.	110 empl.
400 clients	1000 clients	1200 clients	700 clients	3500 clients	3000 clients	4000 clients	2500 clients

Methodology

- Full transcription of the interviews and observation notes
- Analysis of the data using 1st-order codes (GTM techniques)
- 2nd-order analysis using codes based on the RDT framework, i.e. the identification of the crucial resources, dependences and the strategies to secure access to these resources.
- Mapping

First findings

Categories	INTERDEPENDENCES – 1st order
Social, cultural	Households perception of waste, non civic-mindedness, weak standard of living, weak salaries of waste pickers, solidarity, religion
Economic, financial	Recovery of payments, informal and formal competition, difficult access to credit or repayment, finding clients bc non compulsory subscription, taxes, revenues < expenses
Technological	Purchase and replacement of equipments (donkeys, carts, tricycles, trucks...), bad roads and difficult transport, inadequate transit centers
Political	No sanction for informality and non subscription, corruption, cooptation, irregular collection of transit centres
Territorial	Unfair collection zones (centre-periphery), competition
Natural	Climate (rain) blocks the channel, disposal on vacant land (unauthorized dump)
Legal	Regulation by call for tender (accessibility, delay, inappropriate...), requirement to have a commercial status (Economic Interest Groups), requirement to have motor vehicles in « rich » areas, interdiction to collect biomedical or industrial waste

First findings

5 categories of strategies against dependencies

- **ABSORPTION**: reconfiguration of the org
- **COMPLIANCE** : positive answer to assume
- **TRANSFORMATION** of the environment
- **AVOIDANCE**: cessation of activities, relationships
- **BYPASS**: breaking the rules, selection

(Nizet & Van Dam, 2014; Pfeffer et Salançik, 1978)

First findings

Strategies – 1st-order analysis

Strategies – 2nd order

Vertical **diversification** : informal sorting and/or transporting of waste

Horizontal **diversification** : other activities

Territorial **diversification** : collecting waste in an other city

Area outsourcing : informal with formal org, formal with informal org, informal with informal org

Integration of new org (informal) within the EIG

To undercut informal competitors prices, negotiation with households

Work during the weekend

To buy the required or necessary equipment (trucks, tricycles)

To get into a EIG

Collective action, advocacy with federations of waste collection enterprises (CGED) or associations (CAVAD)

Development of external relationships

Norms production: solidarity, awareness campains

ABSORPTION

COMPLIANCE

TRANSFORMATION

First findings

Strategies – coding A

RDT - Strategies

To return to donkey carts

Dismissal of staff

Laissez-faire attitudes (informal or formal competition), abandonment of the struggle, submission, keep quiet and waiting

No request for credit to banks

No collection of open garbage dumps coming from informal activities

Collection in other areas (former or not)

Collection of forbidden waste (biomedical, industrial)

Disposing of waste in open unauthorized dumps

Hiding the real revenue

Informal and occasional workers (no tax)

Disposing waste in the office courtyards (neighbourhood)

Work during the weekend

AVOIDANCE

BYPASS

Preliminary factors explaining strategies

- Combination of factors
- Organisational form: ENT – ASSO
 - For-profit (ENT) and not-for-profit mission (ASSO)
 - Education level of founder higher in ENT (marketing strategies)
 - Financial resources higher in ENT
- Different perceptions of the environment (dependencies)
- Level of development : *survival, stability, growth*

Contributions

- **Lack of empirical studies using RDT**
 - in cultural contexts outside Europe and the US (Pfeffer 2003)
 - studying the interactions between various strategies (not only one) (Nizet & Van Dam, 2014; Hillman et al., 2009)
- **To enrich the theory by:**
 - extending the scope of empirical studies using RDT in novel contexts
 - exploring a case of very high uncertainty
 - contrasting various strategies of for-profit and not-for-profit organizations
 - explaining the ‘determinants’ of strategies of different organizational forms and objectives in a same sector
- **To enrich organizational theories as well as the SSE literature**

Next steps

- Go on with the analysis
- RDT not explaining everything
- Need for additional framework :
 - Theory on Justification (Boltanski & Thévenot, 1991)
 - ...?