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METHODOLOGY

Approach and Intervention Methodology

2024



2.1.1. Approach

2.1.1.1. Participation

Effective activities require the participation of multiple parties, with local people placed at the centre. In this approach, the knowledge and skills of the community are mobilized and applied to the fullest extent.

The levels of participation include:

- **Passive participation.** Participants are provided with information.
- **Participation by providing information.** Participants answer the facilitators' questions.
- **Participation by consultation.** Participants are consulted to identify their difficulties and needs; these opinions are for reference only.
- **Participation through material contribution.** Participants contribute time and materials and take part in implementing the process.
- **Functional participation.** Participants form groups to achieve predetermined, related objectives.
- **Interactive participation.** Participation through jointly discussing and analysing results.
- **Self-mobilization.** Participants identify problems themselves and independently explore and devise solutions to resolve them; the coordinating organization plays only a catalytic and capacity-strengthening role for the participants.



2.1.1.2. Collective impact

Collective impact is a systematic approach that connects stakeholders so they can jointly resolve a complex problem that the isolated efforts of any single party cannot address with

lasting impact.

The five key factors for effectively applying the collective-impact approach are:

- **Common agenda.** A shared understanding of the problem to be solved, a shared vision of the objectives, and agreement on how to achieve them.
- **Continuous communication.** Continuous and open information sharing, focused on building trust.
- **Shared measurement.** An agreed method for measuring results and monitoring implementation progress; learning and adapting to manage the work effectively.
- **Backbone coordination.** A backbone organization with sufficient capacity to mobilize and coordinate participating parties, sustain the network, and scale up results.
- **Mutually reinforcing activities.** Cooperation based on the common agenda, with each party carrying out activities based on its own strengths.

2.1.1.3. Capacity building for participating partners

In applying the collective-impact approach, the units taking part in the activities have their capacity strengthened so that they can coordinate and connect the stakeholders involved in implementing the model.

2.1.1.4. Community development based on local resources

The Asset-Based Community Development (ABCD) research method is applied to the model, based on the following main principles:

- Assessing and mobilizing the abilities, capacities and talents of each organization and individual in the community, together with internal resources, in order to develop that community.
- Building the model in a way that is driven by the local organizations themselves, rather than development directed by initiatives introduced from outside.

2.1.2. Intervention method — The 6S method

The intervention method follows six stages, each beginning with the letter "S": Situation, Solutions, Support, Supervision, Scale up, and Sustainability, with capacity strengthening and learning at the core throughout.

Step 1. Situation analysis (Situation)

The current local situation is reviewed and analysed, and a map of stakeholder relationships is developed using tools such as document review, focus-group discussions, and interviews

and assessments.

Based on the findings of the baseline research, waste-management activities related to reducing solid waste in general and plastic waste in particular were still not effective. For this reason, this development method helps the project gain the consensus and participation of the local community and encourages and promotes development of the model.

Table. Situation review and stakeholder identification

Document analysis	Review of stakeholders' roles, responsibilities and interests	Focus-group discussion	Interviews
The project and GreenHub study and assess relevant secondary sources to determine the current status of solid-waste management and plastic pollution in the locality, along with the hotspots and waste composition in the area where the model is implemented.	GreenHub examines the network of stakeholders involved in solid-waste management and plastic pollution in the locality and analyses the parties' roles, relationships and their ability to take part in the model's activities.	GreenHub, together with local partners, consults stakeholders such as associations/mass organizations, community-based organizations and other parties such as the urban environment company, through group discussions and consultation meetings. The model's partners join the consultations to share information on solid-waste and plastic pollution and to carry out a stakeholder analysis covering capacity, finance, human resources and ability to participate, through consultation meetings and group discussions.	GreenHub and the model's partners conduct online and in-person surveys to interview local stakeholders and understand the actual situation and needs related to waste management. After identifying the stakeholders, GreenHub compiles and builds a list of stakeholders, their roles, responsibilities and interests in the issue, and determines priority choices for the problems to be addressed. In-depth interviews are then conducted with the relevant parties to assess their willingness to cooperate and coordinate on implementation.

Step 2. Solutions

Based on the results of the situation survey and the identification of key stakeholders, the project team determines solutions appropriate to the locality. A Joint Action Plan (JAP) with key stakeholders from different sectors is developed to mobilize resources and build consensus for implementing activities that promote effective management of solid waste in general and plastic waste in particular in the project area.

The Joint Action Plan is a shared plan involving many stakeholders that pools resources from the relevant sectors, including the project, business associations, state agencies and mass organizations. This supports the management and coordination of related programmes and projects within a common framework and concentrates resources on the shared goal of reducing plastic-waste pollution. The JAP is reviewed and adjusted annually based on actual conditions and implementation approaches to determine the priority actions for each year. The JAP is developed and issued by the local management authority with support from project experts. The main stakeholders include the District Division of Natural Resources and Environment, the Division of Education, the Women's Union, the Youth Union, schools and communities, relevant enterprises, research units, and non-governmental organizations operating locally. Each actor plays a different role and acts jointly to achieve the objectives set out in the JAP.

Step 3. Implementation support (Support)

After the joint action plan has been developed and issued by the local management authority, the project team supports local partners in selecting implementation priorities. In doing so, it works with partners to roll out the plastic-waste-reduction models that have been incorporated into the JAP.

Throughout this process, a working team of project staff and implementing partners jointly provides guidance on specific activities, while technical coordination staff provide in-depth expertise on the management of solid waste in general and plastic waste in particular, as well as solutions appropriate to the locality. Technical support is delivered from the start of the design process through to implementation and completion, and includes:

- Providing knowledge and teaching skills on plastics and health through training courses and training-of-trainers (TOT) sessions.
- Providing behaviour-change communication skills.
- Supporting the development of specific plans for each activity and model, and of initiatives on plastic-waste reduction and on collection and circular models that treat waste as a resource.
- Strengthening the organizational capacity of implementing partners.
- Providing technical inputs and support during the implementation of activities.

Step 4. Supervision and guidance (Supervision)

At each project site and throughout the implementation of the model or activities, GreenHub assigns technical guidance staff and project staff to accompany partners in implementation.

During this process, a working team of project staff and implementing partners meets and works together periodically to review progress and implementation results, ensuring the quality and effectiveness of the model based on indicators agreed with the two monitoring

groups (implementation monitoring and impact monitoring). Adaptive adjustment and continuous communication are important throughout, so that changes in both the technical aspects and the context of the model can be responded to.

A number of tools are used to support evaluation activities in order to enhance effectiveness and provide a foundation for scaling up the model. These tools include SWOT and the CLA (Collaborating, Learning and Adapting) framework. They can be consulted in related materials or in guidance from the United States Agency for International Development (USAID). The SWOT tool, in particular, helps the project team and implementing partners recognize the weaknesses, strengths, opportunities and challenges, especially those arising during scaling up.

The project's communication and liaison channels are also activated to provide timely support for field activities (a rapid-exchange channel and an official information channel). Periodic technical meetings are held to support local partners and resolve technical problems arising during implementation. Solutions to emerging issues are proposed and agreed between the project and its co-implementing partners, and are also reported to higher-level management partners.

Step 5. Scaling up (Scaling up)

Drawing on information from the evaluation to recognize the results achieved against the plan, the project also discusses with partners at various levels the potential for scaling up the activity, model or initiative. Scaling up here may involve replicating a method or its results in a new or expanded area, as well as mobilizing resources for replication.

During implementation, the project aims to mobilize resources from local authorities and specialized agencies to scale up results, or to mobilize the participation of enterprises to scale up the model. Scaling up demonstrates the impact and sustainability of the solutions the project has implemented.

Step 6. Sustainability (Sustainability)

The sustainability of a model or activity depends on many interrelated factors. For the models within the framework of the project, "sustainability" refers to continuing the project's objectives, principles, activities and efforts to achieve the desired results — in this case, reducing plastic waste released into the environment — by building the capacity of local partners and advancing that goal after the project ends. Sustainability is reflected in the strengthened capacity of local partners and their proactive application of these approaches and methods to solving local problems, and/or in activities that continue to be maintained and expanded beyond the project period in line with the agreed objectives, as well as being incorporated into local government programmes and funded by the state budget for continued implementation. Typically, where there is a business or start-up element, the initiative models will also achieve sustainability.

