



COMMUNITY DEVELOPMENT PROGRAM SUPPORTING ENGAGEMENT WITH COMMUNITIES: *Long Case Study*



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BACKGROUND

Effective waste management is pivotal to the socio-economic well-being of communities. Urban cities like Lagos, being the epicentre of surging economic and population growth, cannot rely on state investment and regulation alone to properly manage the estimated 10,000 tons of waste generated daily.

The dynamics of communities in Lagos are also highly dependent on the income bracket and the coastal topographic nature of the state.

Both state and non-state organizations play an important role in building awareness and waste management infrastructure across diverse communities. With no overarching architecture to define how organizations determine which communities to engage with and how to do so, there is a challenge to establish the type of interventions and community participation that may be most effective to support stronger waste management practices in Lagos state.

This paper is part of the “Snap Survey” project. The project is an initiative of the Circular Business Platform, an organization developed with the support of the Consul General of the Kingdom of the Netherlands and public and private stakeholders, that promotes circular business development in Lagos State. It is designed to support public and private organizations that work with communities to develop responsible waste management practices.

Background

This project consists of five parts:

- A database of initiators of community waste management engagements which captures information about the type of organization carrying out engagements, their locations and the types of engagements being carried out. The database may be shared by request.
- A short paper, which outlines key themes identified in the survey
- Detailed public profiles of organizations willing to share about their engagements to promote organizations working on community engagements.
- A long case report, which describes 3 very different types of community engagement and evaluates responses from the community to them. The long case report triangulates the findings from activities 1-3 to develop a practical how-to-guide.
- A how-to guide; the goal of the guide is to support project initiators to plan, identify resources and partners to support implementation, set realistic targets for their engagements and encourage sharing about project learning

This document is a long case report, which describes three distinct types of engagements and community responses to them.

Questionnaire Responses

From this exercise, six key observations were made:

1. There was a high percentage of respondents identifying as “corporate”, suggesting there are commercial motivations to work with communities. The diversity of organizations identifying as “corporate” means these motivations are not yet well understood, but likely involve a mixture of regulatory and reputational pressure as well as a desire to build procurement channels for recycled material.
2. Effective community engagement involves more than one type of activity, and activities are interdependent. For example, sensitization may be followed by skills development and the provision of infrastructure and incentives to dispose of and collect waste materials.
3. Some interventions may not be adequately human-centred insofar as they may be motivated by impact metrics or organizational goals that are not compatible with the needs and interests of the community. This may impact how communities perceive and accept interventions.
4. The predominance of self-funding interventions suggests that public interest needs may not be adequately protected, as purely private funding impacts the funding size, orientation and stability of projects. Common pool sources of funding could be used to channel larger volumes of funding that are targeted at behaviour change.



Questionnaire Responses

5. Interventions are underfunded, especially if behaviour change is needed. Supporting initiators to identify and prepare for funding opportunities would be a first step to improving access to larger pools of funding. Preparatory support could include human-centred programme design, support with consortium building, budgeting and a monitoring and evaluation framework.
- 6 Database development and management, to improve opportunities for resource-pooling and fundraising, may grow the size of interventions initiators can implement.

The detailed findings from this exercise can be found in our short case study report.

After analysing the data from the 52 initiators, partners, and stakeholders, we selected three organizations to carry out a detailed analysis of their engagement within communities. As our approach is intended to identify themes that may be relevant to a diverse range of organizations and to explore the observations made in the short case further, we aimed to select cases that were as different as possible from one another. The criteria we used to select the cases were:

1. Location of engagement (Lagos only)
2. Category of initiator, partner, and/or stakeholder
3. Nature of their engagement
4. Target audience for their engagement
5. Willingness to take part in a long case study.

We used these metrics to identify a range of organizations that best represented the diversity in our database.



Ultimately, RecyclePoints, Team Career Lifters (T-CaLi), and Lagos State Environmental Protection Agency (LASEPA) were the three initiators (out of 21 that indicated willingness) selected.

Initiator	Category	Nature of Engagement	Target Audience	Location
RecyclePoints	Corporate	Cleanups	Generators of waste (Community members)	Lagos
T-CaLi	Non-government Organization	Cleanups and community sensitization	Environment / Community	
LASEPA	Government Parastatals	Community sensitization	Generators of waste (community members)	



The objective of this report is to identify themes that might impact how an engagement is carried out based on the evaluation of three cases. These cases were evaluated across the following dimensions:

Dimension	Guiding Question	Assessment Approach
<p>Engagements expected versus achieved objectives</p>	<p>Do the objectives the initiator expects to achieve align with the objectives they achieved during their engagement?</p>	<p>Comparing the initiator's objectives with the actual objective of the execution of the engagement.</p>
<p>Relevance of the engagement in terms of the community needs</p>	<p>Is the engagement providing a solution to the needs the community has?</p>	<p>Comparing the needs (problems faced with waste management) of the community as stated by the target audience and/or stakeholder to the objectives of the engagement.</p>
<p>The efficiency of the engagement in terms of budget and timing.</p>	<p>Did the engagement fit within the allocated budget and timeline?</p>	<p>Post-execution review of the budget and timeline by the initiator.</p>



<p>Reliability of the engagement in terms of scalability and sustainability</p>	<p>Can the engagement be replicated in the same community or other communities over some time?</p>	<ul style="list-style-type: none"> • Feedback from initiators on whether the execution design can be implemented at another period in the same community or other communities. • Observations from the community and/or feedback from the target audience and stakeholder on whether the processes put in place during engagement remains after the completion of the engagement.
<p>Validity of the engagement in terms of its impact.</p>	<p>Did the engagement affect the target audience?</p>	<ul style="list-style-type: none"> • Observations from the community and/or feedback from the target audience and stakeholders to identify the scale of responsible waste disposal. • Observations from the community and/or feedback from the target audience and stakeholders on attitudinal or behavioural changes after the engagement.



These assessment dimensions were derived from a project evaluation guide designed from three years of research evaluating a range of community-based projects amongst charitable and non-profit organizations.

The guide was designed to aid organizations in conducting evaluations, communicating the results of the evaluations and developing strategies.

The guide details examples of different evaluation metrics/questions related to the process of the program, the outputs, the impacts and the lessons learned. Using a dimensional, open question-based approach, this framework is flexible enough to accommodate the diversity of the cases evaluated in this study. Furthermore, based on the findings of the short case, which has observed identified potential development areas related to human-centred programme design, budgeting and fundraising, we believe that this assessment approach serves to strengthen overall findings.

We were flexible in our data-gathering approaches, as each initiator had a different scope of engagement and target audience. We used a saturation approach, beginning by working with stakeholders and members of the project teams and working our way to make observations and engage with members of the communities where programmes were implemented. While it was not always feasible to capture individualized data at the community level, we triangulated our findings and data sources to the point that new information was redundant.



Initiator	Nature of Engagement	Community	Methodology	Data Collection	Sample Size
Recycle Points	Cleanups	Shomolu-Bariga	Observations	In - person	2 communities
			Stakeholder interview	Computer-assisted telephone interview	1 representative
			Team interview	Computer-assisted telephone interview	1 representative
T-CaLi	Cleanups and community sensitisation	Igbogbo Market	Community survey	Face-to-face survey distribution	31 participants
			Stakeholder interview	Computer-assisted telephone interview	1 representative
			Team interview	Computer-assisted telephone interview	1 representative
LASEPA	Community sensitisation	Itedo Community	Community survey	Face-to-face survey distribution	20 representative
			Team interview	Computer-assisted telephone interview	1 representative



The following section describes the three cases, including the background of each initiator and their objectives, and an assessment across the five dimensions of the study. In our concluding section, we revisit the observations made in the short case report to discuss whether and how they are consistent with the findings of the long case. Based on this, we identify the key components of the how-to guide and share our recommendations for additional actions that may be taken to strengthen the work of organizations engaging with communities on waste management.



Case Studies

RecyclePoints

RecyclePoints is a waste recycling and social venture that operates an incentive-based scheme targeting household waste generators, schools, corporates, and waste pickers. RecyclePoints collects recyclable materials (such as pure water sachets, PET bottles, beverage cans, glass bottles, newspapers, and brown corrugated cartons) from waste generators, including households and corporate organizations, as well as waste pickers, and in turn, rewards them with points which they can redeem for household items offered through their iRecycle store.

The collected recyclables are further processed at their collection and sorting hub and thereafter sold to manufacturing/recycling plants that use the items as raw materials to produce a wide range of goods, including but not limited to polyester fibre, carpets, hangers, pegs, aluminium ingots and craft paper.

Objectives and Expectations

RecyclePoints has been conducting cleanups, community sensitization, and incentive scheme engagements for just under 5 years in communities such as Dopemu (Swipha), Agege, Bariga, Shomolu, and Eti-Osa in Lagos state. Their engagements are usually targeted toward waste generators (households, schools, corporates and waste pickers) to recover recyclable materials. RecyclePoints typically carries out community engagements on behalf of organisations that want to fulfil their corporate social responsibility. These organisations are the ones who select the community where an engagement is carried out. The RecyclePoints representative that was interviewed indicated the organisation does not typically conduct preparatory research about the community but at the end of an engagement, carries out an evaluation of the impact of the engagement based on value chain addition, environmental remediation, the volume of waste collected, inclusion, and increased social benefit for their target audience. The budget for an engagement is usually between N100,000 to N500,000. RecyclePoints usually set objectives for each engagement they initiate to aid their impact evaluation after the engagement. Their objectives are based on their expertise, the community, and the target audience.



For this case, the engagement we evaluated was conducted in the Shomolu-Bariga area of Lagos State. The objectives of this engagement were to

- Recover recyclables within the community
- Drive recycling awareness within the community
- Instil the habit of recycling within the community with the aid of incentives.

As described by the community stakeholder interviewed, a youth leader, “The engagement expects to drive the education of recycling, let community members see value in waste, and empower them to see that waste is also a resource. With this, their attitude will change and the habit of recycling will be instilled in them.” (Interview Record – linked to Annex) For this engagement, RecyclePoints deployed team members to the community to raise awareness and educate the community on the value of recyclable materials. They spoke to community members and did demonstrations to show community members how to properly dispose of their waste. They also discussed the consequences of poor waste disposal. According to the RecyclePoints representative, “We go to the drainages to pick up dirt and tell them the effect on the community if waste is dumped in drainages.” (Interview Record – linked to Annex)

Afterwards, RecyclePoints working with the youth leader identified community-based ‘environmental champions’. These are waste generators or waste pickers, a total of about 10-15 people per defined community, who are required to collect recyclable materials from community members and deliver them to RecyclePoints. Community members receive incentives (RecyclePoints) for recyclable material collected.

Using technology, RecyclePoints can keep track of the volumes that ‘environmental champions’ have collected and how much is paid to each community member. This data is very useful for transparency between RecyclePoints and their ‘environmental champions’ as well as for corporate organisations that fund their engagements. The initial objectives detailed by RecyclePoints align with the objectives of the execution of their engagement.



Relevance of Engagement vis-à-vis Community Needs

According to the community stakeholder, when it comes to waste, the challenges the community faced related to littered streets, burnt waste and blocked drainages.

The engagement from RecyclePoints aimed to recover recyclables within the community, drive recycling awareness to prevent the future burning of recyclable materials and instil the habit of recycling within communities with the aid of incentives.

The needs of the community were compatible with the objectives of the engagement.

The Efficiency of Engagement (Budget & Timeline)

In this engagement with RecyclePoints and the community in Shomolu-Bariga, there had to be adjustments to budgets to fit within the expectations of the community and to encourage their participation. The challenge RecyclePoints had with their budget was an overestimation of how much recyclable materials could be collected before incentives are provided. This is the challenge as described by the RecyclePoints project lead, "We initially signed an agreement that before community members can be given an incentive, they should have about 750 kg of recyclables recovered; however, in the first two months, they were given an incentive even though they didn't meet their target.

This was to encourage participation. We soon realized that we had to cut down our expectation to 500 kg of recovered recyclables for an incentive – this had a huge impact on our budget. Also, the turnout of people during community sensitization is always more than budgeted for because we distribute gifts, and we cannot turn people away, so we go beyond our budget". (Interview Record – linked to Annex)

In terms of timeline, the RecyclePoints engagement stayed within the allocated timeline.



Replicability & Sustainability

This RecyclePoints engagement has been replicated within the same community and in other communities they serve. The engagement's execution design follows a four-step process; namely, selecting the community, conducting an awareness campaign, selecting the 'environmental champions', reviewing the collections from these champions and incentivizing them.

Even after the execution of the engagement, RecyclePoints returns to the community to pick up materials collected from their 'environmental champions'. This suggests that even after the execution of the engagement, the processes put in place remained.

Impact of Engagement

During our observations of the Shomolu-Bariga community, four streets were selected; Okesuna street, Odunbanjo Street, Olabiran Street, and Adebiyi Street. The goal of the observations was to map out the community, and conduct a recovery exercise to evaluate the compliance with waste disposal practices RecyclePoints sensitised the community with. Okesuna Street had the most amount of waste (about 94 items) that was not properly disposed of (meaning left on the roadside or in drainage systems), followed by Odubanjo Street (about 54 items), Olabiran Street (about 40 items), and then Adebiyi street (about 35 items). We collected data based on the plastic type, quantity, and source. Different types of recyclable plastic waste such as LDPE, PET, HDPE, and PS were also found on the streets and in the drainage systems.

In terms of impact, the engagement by RecyclePoints sensitised the community's residents on the importance of properly disposing of their waste (packaging in a waste bin and leave in designated areas for Lagos Waste Authority Management to pick up), the dangers of burning waste, and the value of recyclable materials.



During our observations, there were many more parts of the streets where waste was disposed of properly. The community stakeholder and RecyclePoints project lead reported a change in community residents' attitudes and behaviour toward waste and recyclable materials. According to the RecyclePoints project lead, "There is a huge impact on the community, we have some people that have separated their recyclable materials and so far, we have been able to pay up to N500,000 in incentives. When you place value on recyclable materials, people see it as money, and no one would want to throw away money. Their perspective has changed a lot towards recycling and waste. There has been a tremendous change in attitude towards recycling because we have been able to place value on it." (Interview Record - linked to Annex)



Photo of drums used as waste bins



Photo of separated plastic bottles



Photo of separated plastic bottles

However, our observations showed there was still waste and recyclable materials littering the streets and in drainage systems after the engagement conducted by RecyclePoints. A lack of resources to purchase waste disposal materials (waste bins for example) is still a deterrent when it comes to proper waste disposal, and is part of the reason why waste and recyclable materials were observed littering some streets and drainage systems during our observation. For example, a couple of residents on Olabiran Street indicated they do not have waste disposal bins, so they package their waste in plastic bags, sacks, or buckets which can be easily overturned by street animals or bad weather conditions.

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Photo of waste in plastic bags



Photo of waste in sacks





Photo of waste in plastic bags

On some streets, also due to a lack of waste disposal bins, residents collate waste into piles, especially after it has been taken out from drainage systems.



Photo of a pile of waste



KEY FINDINGS FROM RECYCLEPOINTS ENGAGEMENT

Dimension	Guiding Question	Assessment Approach	Conclusion
Engagements expected versus achieved objectives	Do the objectives the initiator expects to achieve align with the objectives they achieved during their engagement?	Comparing the initiator's objectives with the actual objective of the execution of the engagement.	The initial objectives detailed by RecyclePoints align with the objectives of the execution of their engagement.
Relevance of the engagement in terms of the community needs	Is the engagement providing a solution to the needs the community has?	Comparing the needs (problems faced with waste management) of the community as stated by the target audience and/or stakeholder to the objectives of the engagement.	The needs of the community were compatible with the objectives of the engagement. RecyclePoints' objective was to recover recyclables from the community, drive awareness of recycling in the community and instil a habit of recycling with the aid of incentives. Their objectives were relevant to the needs of the community as the main challenges faced by the community when it came to waste management were around littered communities, blocked drainages, and burning of waste.

<p>The efficiency of the engagement in terms of budget and timing.</p>	<p>Did the engagement fit within the allocated budget and timeline?</p>	<p>Post-execution review of the budget and timeline by the initiator.</p>	<p>There had to be adjustments to budgets to fit within the expectations of the community and to encourage their participation. Prior research on the community, its residents' demographics, and behaviours could have resulted in a more accurate estimation of attendees as well as a more accurate expectation for targets relating to recyclable material collections. In terms of timeline, the RecyclePoints engagement stayed within the allocated timeline.</p>
<p>Reliability of the engagement in terms of scalability and sustainability</p>	<p>Can the engagement be replicated in the same community or other communities over a period of time?</p>	<p>Feedback from initiators on whether the execution design can be implemented at another period in the same community or other communities. Observations from the community and/or feedback from the target audience and stakeholder on whether the processes put in place during engagement remain after the completion of the engagement.</p>	<p>The engagement's execution design has been replicated in other communities, and the processes put in place remain after the execution of the engagement.</p>

<p>Validity of the engagement in terms of its impact.</p>	<p>Did the engagement affect the target audience?</p>	<ul style="list-style-type: none"> • Observations from the community and/or feedback from the target audience and stakeholders on attitudinal or behavioural changes after the engagement. • Observations from the community and/or feedback from the target audience and stakeholders to identify the scale of responsible waste disposal. 	<p>There was a change in attitude and behaviour from community members even after the engagement. However, there were still waste and recyclable materials littering the streets and drainage systems after the engagement conducted by RecyclePoints due to a lack of waste management materials. Prior mapping of the community before execution of the engagement, and identifying some of the barriers to proper waste disposal, could have revealed the lack of waste disposal bins among some community members which RecyclePoints could have provided.</p>
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TEAM CAREER LIFTERS (T-CALI)

Background

Team Career Lifters (T-Cali) is a youth-led, non-government organisation conducting community sensitization initiatives and empowerment/ skill development programs to encourage better learning, sensitise against gender and sexual-based violence, sensitise against genotype status and encourage proper waste management.

Objectives and Expectations

T-CaLi has been conducting community sensitization and empowerment/skill development programs in communities for over 5 years. They usually replicate these engagements on a local level in communities such as Igbo-Olomu, Isawo, Agbede, Idi-Araba, Lekki, Ikorodu Garage, and Victoria Island. Their engagements are generally targeted toward the community's environment specifically. The team conducts research on the community before they begin their engagements and evaluates their engagements based on environmental remediation, and volume of waste collected, specifically in terms of value chain addition for recycling. Their engagements usually cost less than N100,000 and are funded by donations from family and friends. During the deep dive, T-CaLi discussed a specific engagement that was conducted in the Igbogbo market area of Lagos State. The objective of this engagement was to:

- Conduct a waste-picking exercise

According to the T-CaLi project lead, "The objective was mainly to clean up the environment. It was strategic for us to pick up waste around the market environment and sensitise people. With this, hopefully, our fight to keep our environment clean will be fast-tracked." (Interview Record - linked to Annex)

To reach their objectives, T-CaLi started by reaching out to the community leaders (to assure community cooperation and safety); these community leaders together with the T-CaLi team rallied vendors in the market to become volunteers. Volunteers, T-CaLi and Lagos State Waste Management Authority (LAWMA) worked together to conduct a waste-picking exercise which included some sensitization amongst other vendors over the course of one day.

The initial objectives detailed by T-CaLi align with the objectives of the execution of their engagement.



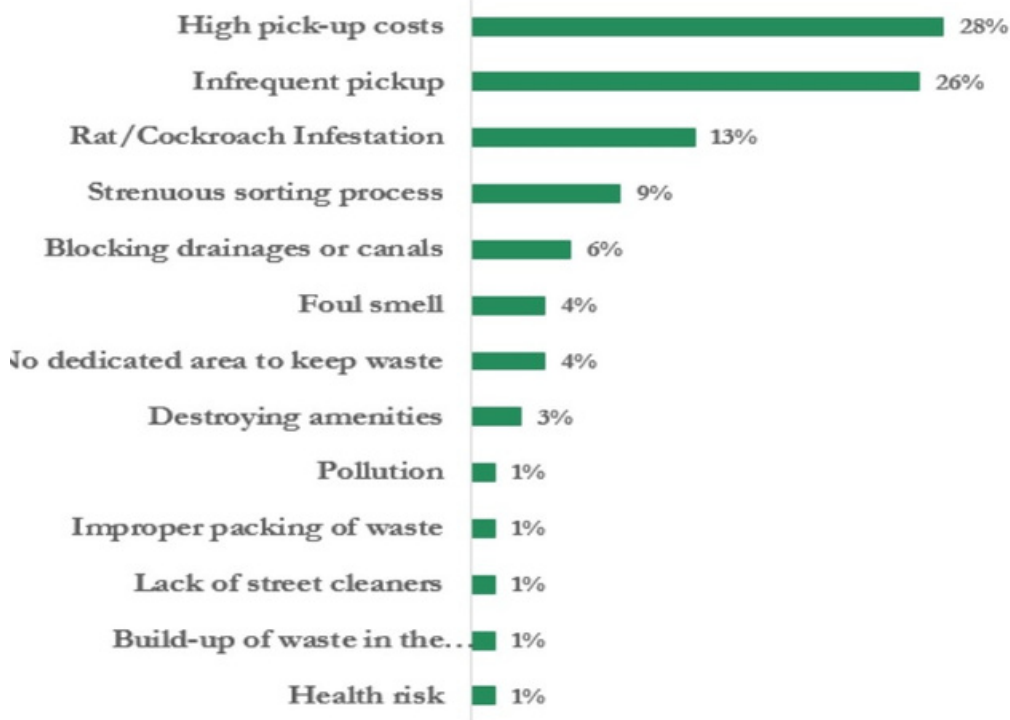
Relevance of Engagement vis-à-vis Community Needs

According to vendors in the market, their main challenges with waste management are high pick-up costs and infrequent pick-ups. When waste is not picked up frequently by LAWMA or PSPs, vendors illegally dispose, of or litter their waste.

In addition to this, vendors also mentioned a lack of resources to purchase waste disposal materials (waste bins for example) as a challenge they face with waste management. Without the waste disposal materials, vendors are unable to give their waste to LAWMA and as such illegally dispose of their waste or litter.

According to vendors in the market, their ideal solution to these problems is to reduce the pick-up costs, proper packaging of waste as well as increase the frequency of pick-up.

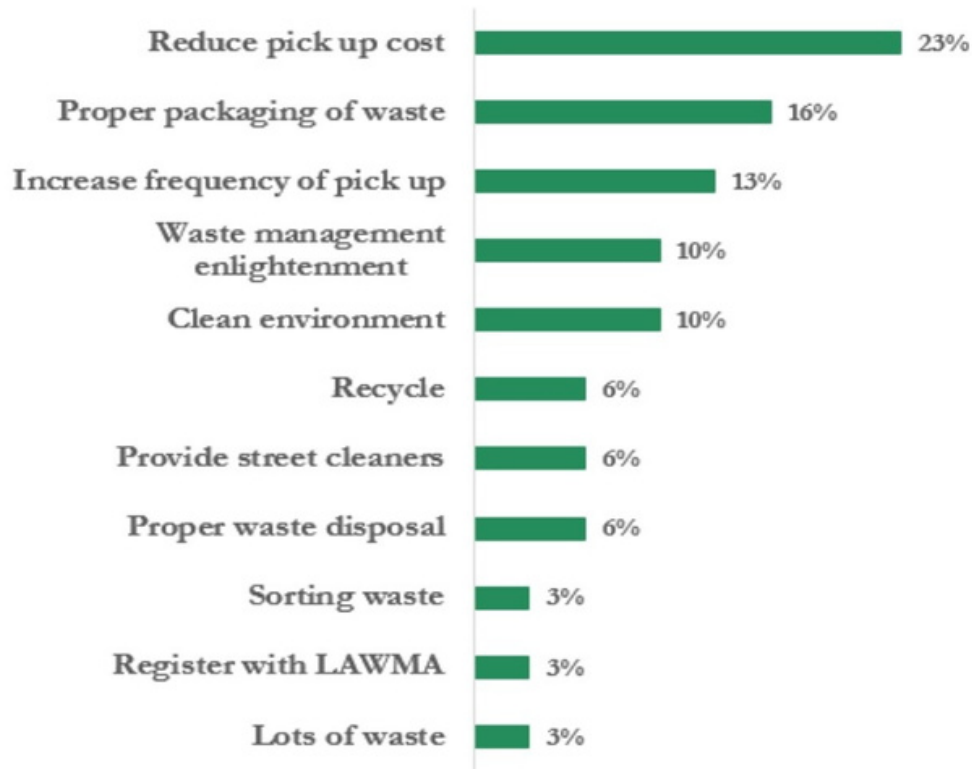
Challenges With Waste



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Ideal Solution To Challenge



The T-Cali’s engagement aimed to conduct a waste-picking exercise to clean up the community. The needs of the community were not compatible with the objectives of T-Cali’s engagement. The objectives of T-Cali do not directly solve the problems the community members are facing with waste management, but rather address the symptoms of the problem: littering.



Replicability & Sustainability

T-CaLi's engagement design has not been replicated at another period in the same community or other communities. The engagement's execution design follows a four-step process; namely, selecting a market environment, reaching out to community leaders, lobbying vendors in the market to become volunteers, and conducting a waste-picking exercise which included some sensitization amongst other vendors.

After the execution of the engagement, feedback from the community survey shows that the processes put in place during the engagement were no longer in place. According to the project lead at T-CaLi, the challenge with replicating the engagement in the community and having a more sustainable engagement is around funding. "If we had funds to execute the project, we could have incentivized more vendors to volunteer. Providing incentives would have encouraged more vendors to volunteer and if they had turned up, we would have covered more ground. We will try to work hard to get more sponsorship because there were not enough sponsors on the project." (Interview Record - linked to Annex)

Impact of Engagement

We distributed surveys to about 31 vendors within the Igbogbo market; the objective of the questionnaire was to identify their understanding of waste management, their recall of the T-CaLi's engagement and the skill/knowledge they acquired from the engagement.

In the Igbogbo market, amongst the vendors who participated in our survey, only about 35% of them currently separate their waste and give them to recycling companies. Amongst the 65% who do not separate their waste, they do not because they believe nothing happens to the separated waste (they end up in the same landfill as the unseparated waste) and the process is stressful.

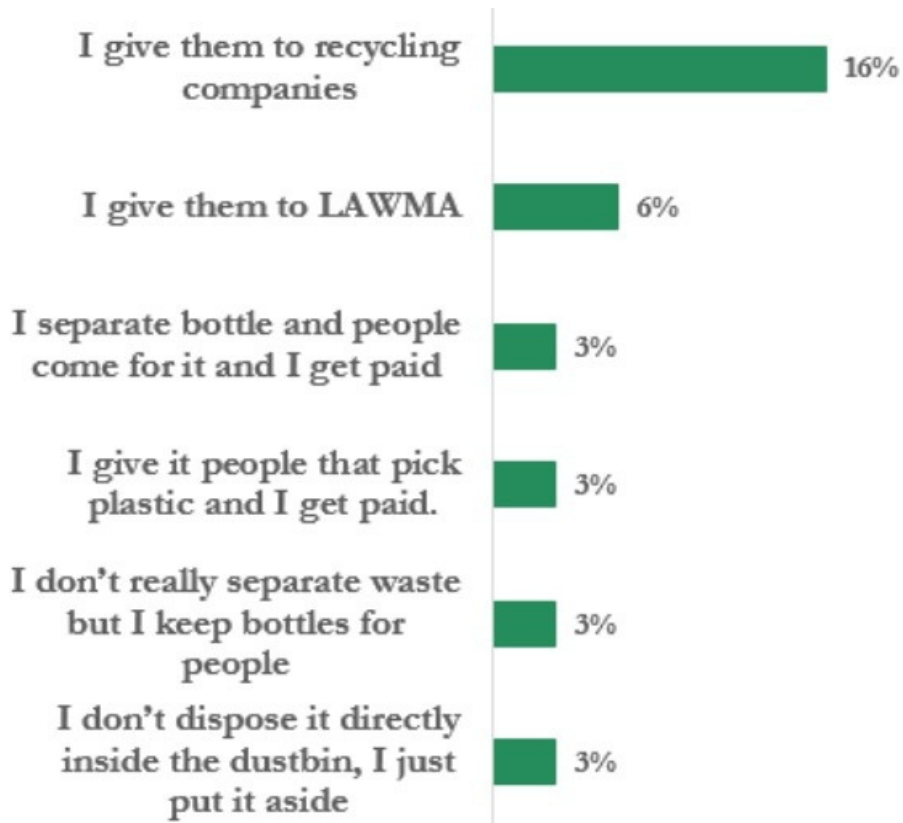


Waste Separation

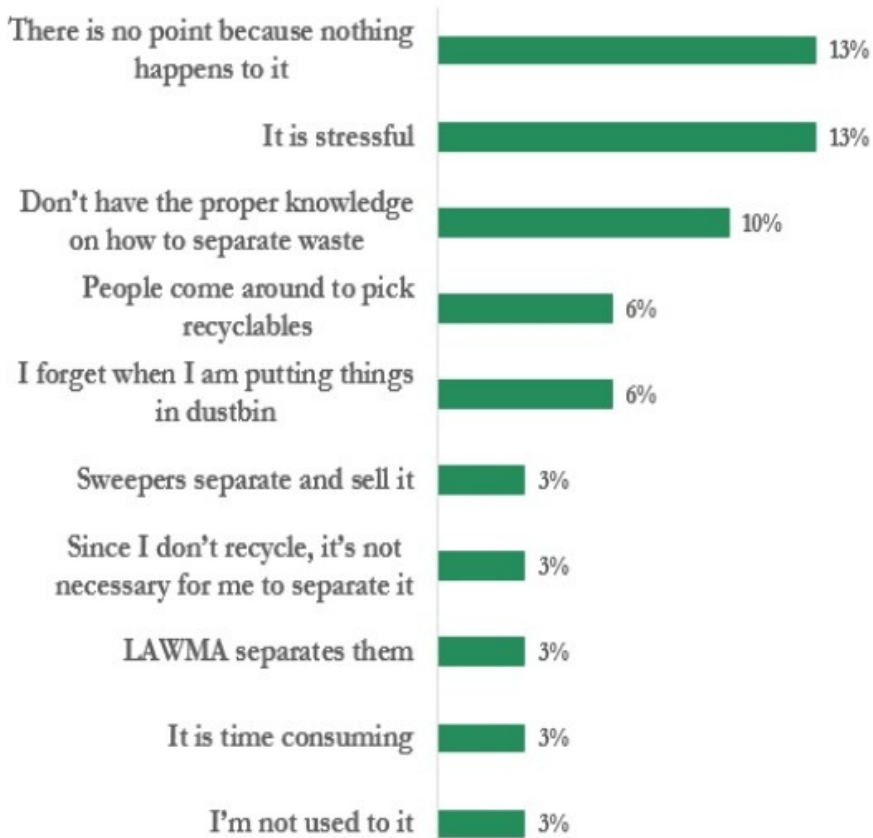


Usage of Water Separation

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Reasons For Waste Separation



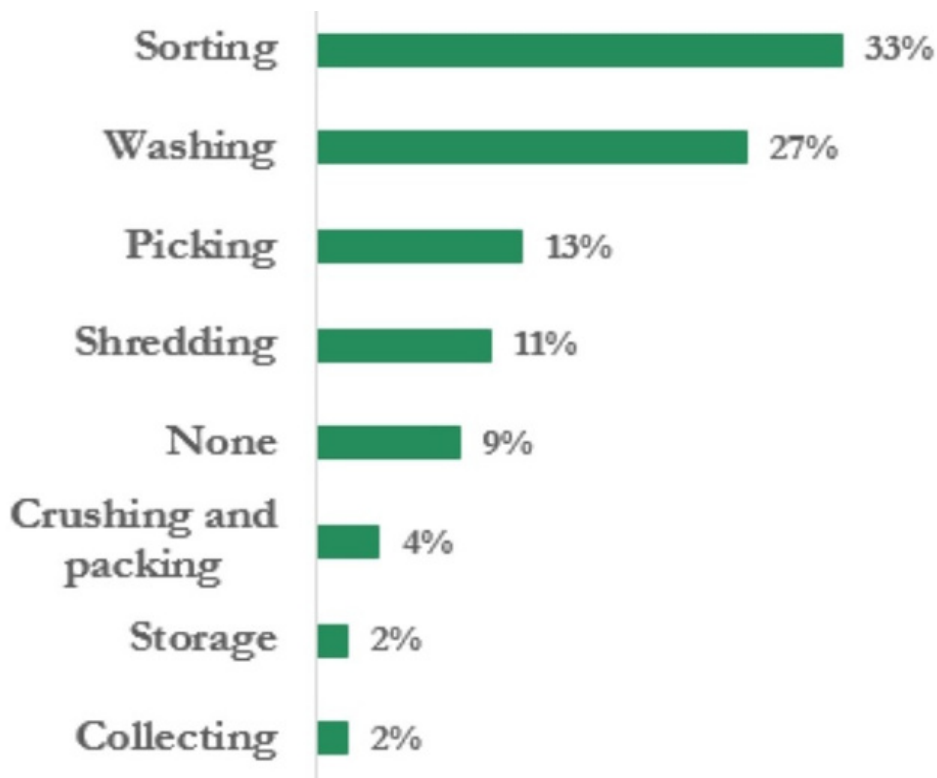
About 61% of participants define recycling as converting waste into useful materials, and about 60% are aware of the recycling processes of sorting and washing.



What Recycling Means for Participants



Awareness of Recycling Process

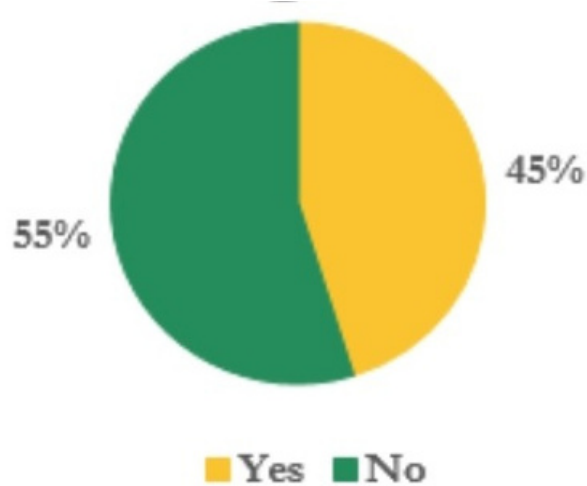


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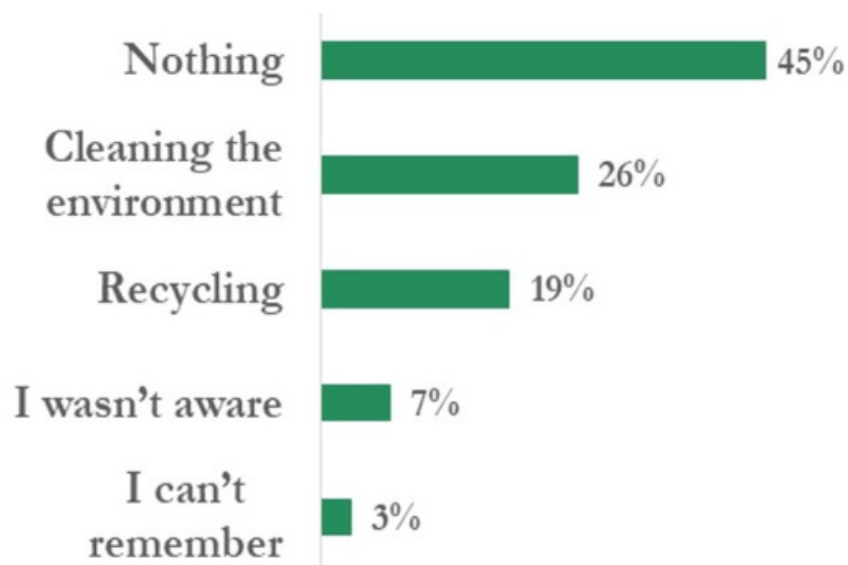


Over half of the participants do not remember the engagement conducted by T-CaLi. Amongst those who remember an engagement being conducted in their community, a majority do not recall what the engagement was about. About 26% of participants indicated that they did not develop any skills, while about 23% indicated they learned about good recycling habits.

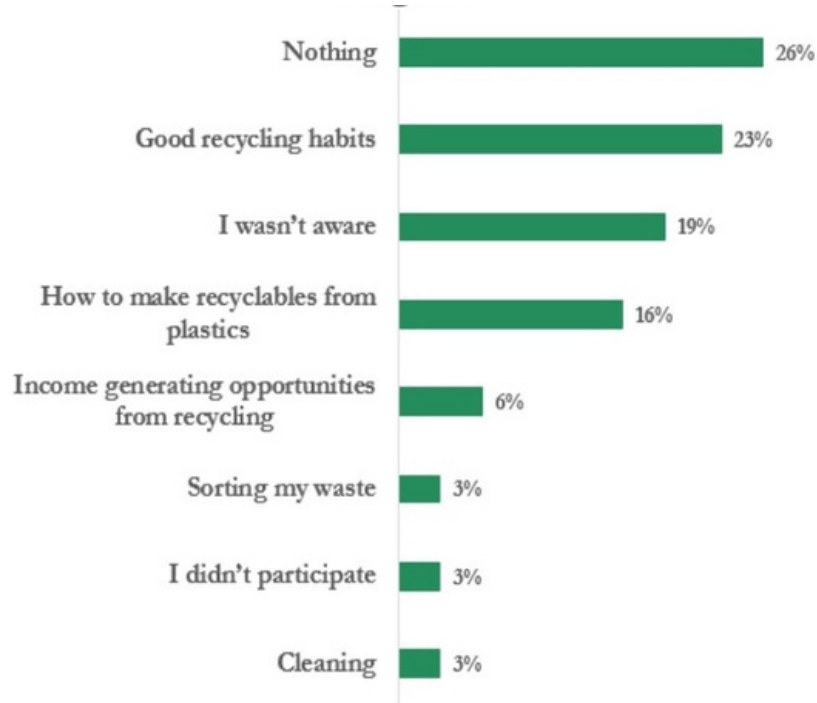
Awareness of Past Community Awareness Programs



Recall From Program



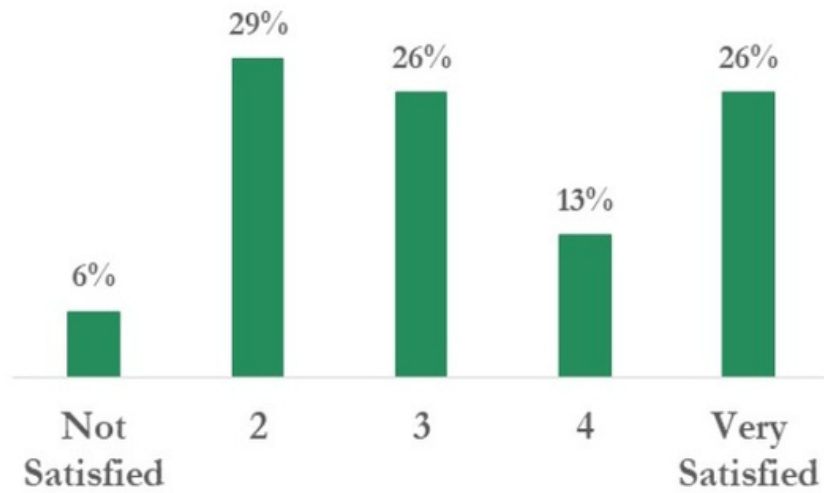
Skill Development From Engagement Program



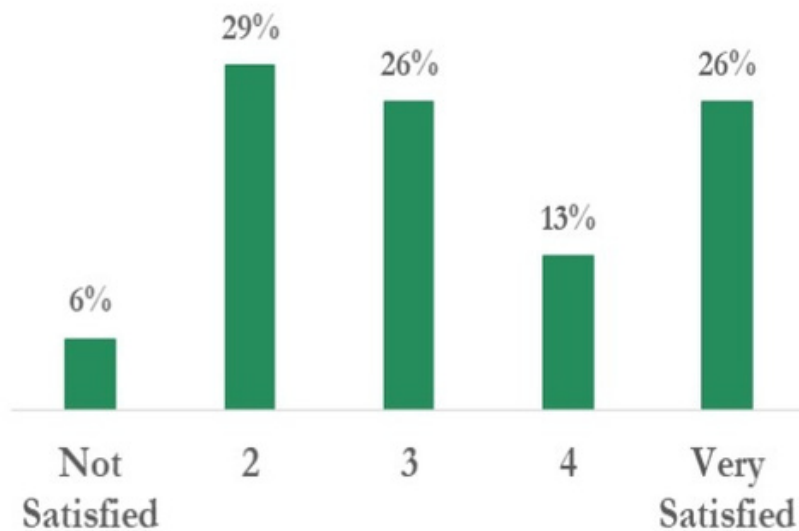
Amongst the participants who recall the engagement, their satisfaction level was average, a majority are willing to attend another engagement by T-CaLi and a majority are likely to recommend the engagement to family and friends.



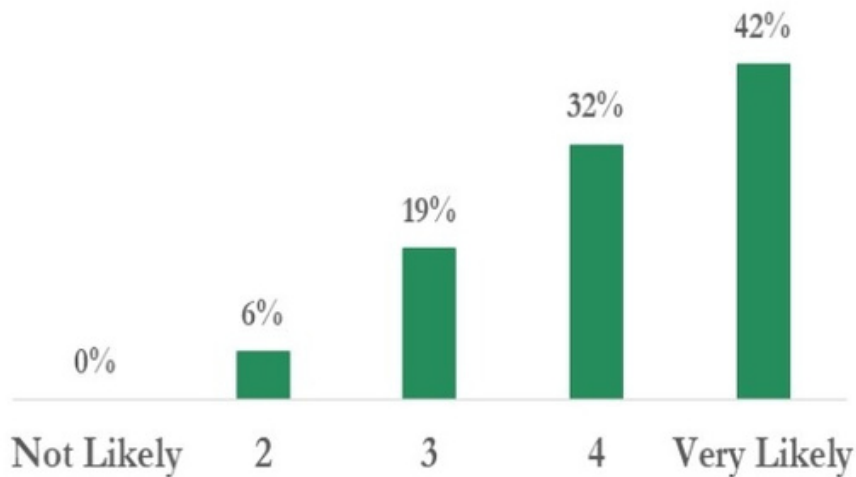
Level of Satisfaction



Level of Satisfaction



Likelihood to Recommend



From the survey results, it is evident that T-CaLi's objective of waste picking on that specific day was accomplished. Participants also seem knowledgeable about recycling and its processes as a whole, but do not seem convinced to engage in the separation of waste, as they still do not see the value.

Feedback from our community survey and the interview with stakeholders suggests that although there was an increase in knowledge from the engagement, there were no attitudinal and behavioural changes. We also found that responsible waste disposal was not scalable nor sustained, which might be due to an initial misalignment between community needs and the objective of the engagement, as well as the limited funding available to carry out the engagement.

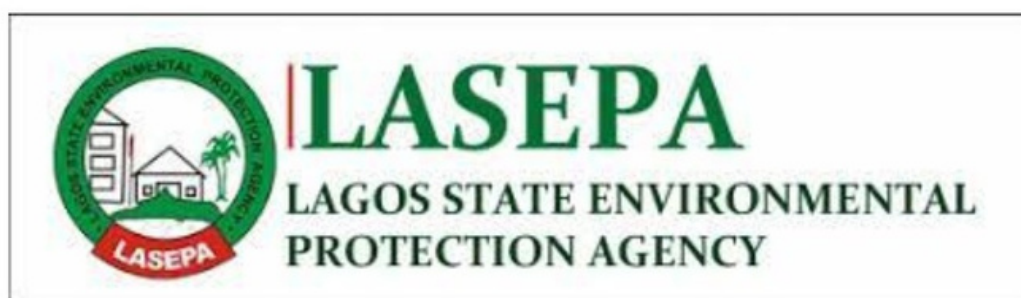


Key Findings from T-CaLi's Engagement

Dimension	Guiding Question	Assessment Approach	Conclusion
Do the objectives the initiator expects to achieve align with the objectives they achieved during their engagement?	Comparing the initiator's objectives with the actual objective of the execution of the engagement.	Comparing the initiator's objectives with the actual objective of the execution of the engagement.	The initial objectives detailed by T-CaLi align with the objectives of the execution of their engagement.
Relevance of the engagement in terms of the community needs	Is the engagement providing a solution to the needs the community has?	Comparing the needs (problems faced with waste management) of the community as stated by the target audience and/or stakeholder to the objectives of the engagement.	The needs of the community were not compatible with the objectives of T-CaLi's engagement. The objectives of T-CaLi do not directly solve the problems the community members are facing with waste management, but rather address the symptoms of the problem; littering.

<p>The efficiency of the engagement in terms of budget and timing.</p>	<p>Did the engagement fit within the allocated budget and timeline?</p>	<p>Post-execution review of the budget and timeline by the initiator.</p>	<p>Although T-CaLi stayed within its allocated budget and timeline, the budget of less than N100,000 was not sufficient to effectively meet its objectives – a larger budget was needed to get materials for the volunteers and to incentivize other vendors.</p> <p>A detailed understanding of the role of incentivizing when it comes to participation and behavioural change could have resulted in a more efficient engagement.</p>
<p>Reliability of the engagement in terms of scalability and sustainability</p>	<p>Can the engagement be replicated in the same community or other communities over a period of time?</p>	<ul style="list-style-type: none"> • Feedback from initiators on whether the execution design can be implemented at another period in the same community or other communities. • Observations from the community and/or feedback from the target audience and stakeholder on whether the processes put in place during engagement remains after the completion of the engagement. 	<p>T-CaLi’s engagement execution design has not been replicated at another period in the same community or other communities.</p> <p>After the execution of the engagement, feedback from the community survey shows that the processes put in place during the engagement were no longer in place</p>

<p>Validity of the engagement in terms of its impact.</p>	<p>Did the engagement affect the target audience?</p>	<ul style="list-style-type: none"> • Observations from the community and/or feedback from the target audience and stakeholders on attitudinal or behavioural changes after the engagement. • Observations from the community and/or feedback from the target audience and stakeholders to identify the scale of responsible waste disposal. 	<p>Feedback from our community survey and the interview with stakeholders suggests that although there was an increase in knowledge from the engagement, there were no attitudinal and behavioural changes. We also found that responsible waste disposal was not scalable nor sustained, which might be due to an initial misalignment between community needs and the objective of the engagement</p>
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Background

Lagos State Environmental Protection Agency (LASEPA), the government parastatal, is the Lagos State agency responsible for protecting and improving the environment, assisting public and private organizations, industries, businesses, and non-governmental organizations to achieve compliance by providing environment-friendly solutions to varied environmental challenges. LASEPA partners with the Lagos State Waste Management Authority (LAWMA), as well as waste and recycling companies, and does not handle waste directly.

LASEPA has been conducting cleanups, community sensitization, and incentive scheme engagements for less than 5 years. They usually replicate these engagements on a state level in communities such as Ikoyi-Obalende, Itedo community, Ibeshe community, and Ikorodu community in Lagos state.

Their engagements are usually targeted toward recycling collectors and aggregators advocating for and creating awareness of the potential of wealth generation from plastic waste, waste oil, and e-waste.

LASEPA usually conducts prior research before their engagements, mainly a knowledge, attitude, and practices survey that is distributed in their target community. They also evaluate the impact of their engagements based on environmental remediation, the volume of recyclable waste collected, inclusion, and increased social benefit for their target audience, as well as a knowledge, attitude, and practices survey that is distributed to the target community after the engagement. Their engagements usually cost above N2,000,000 and are funded by arms of the government as well as partnerships from corporate organizations.

LASEPA has carried out several engagements in partnership with various organizations, however, for this case the focus is the 'Trash to Cash' engagement, specifically focused on communities, that was carried out in partnership with LAWMA and recycling companies in the Itedo community in Lagos state. The objectives of this engagement related to waste management were to

- Encourage responsible waste disposal and management habits with the aid of incentives
- Create awareness of everyday adoptable environmental-friendly practices
- Discourage the use of single-use plastics

For this engagement, LASEPA spoke with the local community heads and security agencies; during this conversation, they discussed the objectives of the engagement and the needs of the community.

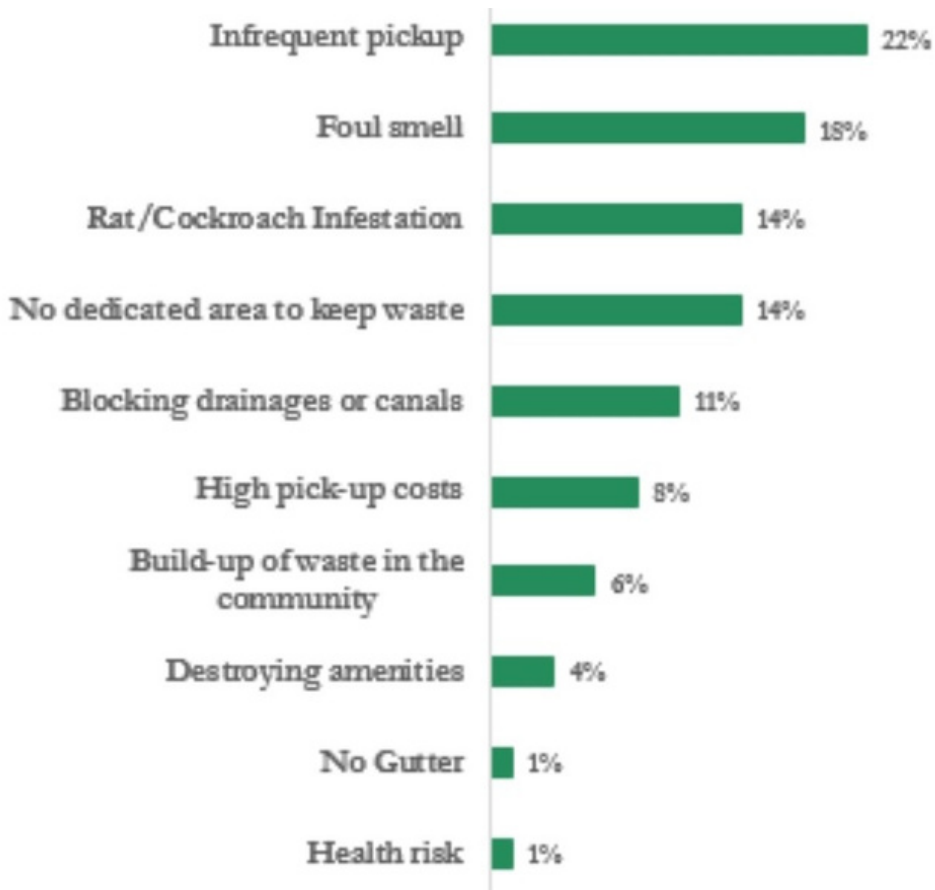


Then they created awareness about the upcoming engagement by distributing waste bags within the community and informing them about the engagement. On the day of the engagement, they spoke to community members about the value of plastics, environmental pollution and protection, and how to manage their waste. During the engagement, LASEPA and the team also collected waste and recyclable materials from the community members. Community members who attended the engagement were incentivized with gas cylinders, cylinders, and reusable shopping totes. The initial objectives detailed by LASEPA align with the objectives of the execution of their engagement.

Relevance of Engagement vis-à-vis Community Needs

According to recipients of the 'Trash to Cash' engagement, their main challenge with waste management in their community is the infrequent pick-up of waste. When waste is not picked up frequently by LAWMA or PSP operators that collect on their behalf, vendors illegally dispose of or litter their waste.

Challenges With Waste



The LASEPA engagement aimed to encourage proper waste disposal practices with the aid of incentives, create awareness of everyday environmentally friendly practices and discourage the use of single-use plastics. The needs of the community were not compatible with the objectives of LASEPA; the engagement did not directly solve the problems community members described related to waste management

The Efficiency of Engagement (Budget & Timeline)

The LASEPA engagement was conducted in one day; during the engagement, items were distributed to recipients of the engagement such as cooking gas, cylinders, and reusable shopping totes. However, the number of recipients exceeded the budgeted number of incentives, and so over half of the recipients we spoke to indicated they did not receive an incentive.

Although LASEPA stayed within their allocated budget and timeline, the budget of N2,000,000 was not sufficient to provide an incentive to all participants.

Replicability & Sustainability

This LASEPA engagement has been replicated in 3 other communities in Lagos. The engagement's execution design follows a four-step process; liaising with community heads, creating awareness ahead of the upcoming engagement, conducting the engagement and then distributing incentives.

After the execution of the engagement, feedback from our community survey shows that the processes put in place during the engagement were no longer in place. According to recipients of the engagement, the majority are not receiving the incentives to convince them to continue the processes put in place during the engagement.



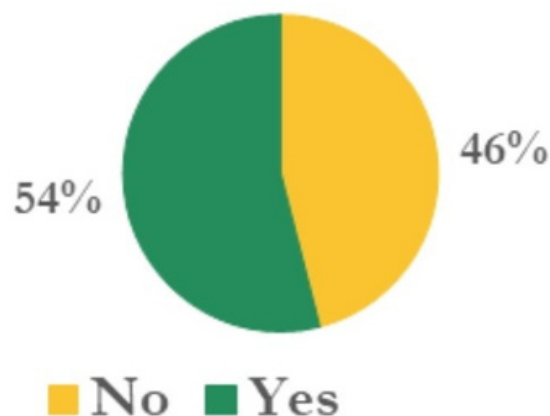
Impact of Engagement

We distributed surveys to about 20 recipients of the 'Trash to Cash' engagement within the Itedo community; the objective of the questionnaire was to identify their understanding of waste management, their recall of the LASEPA engagement and the skill/knowledge they acquired from the engagement.

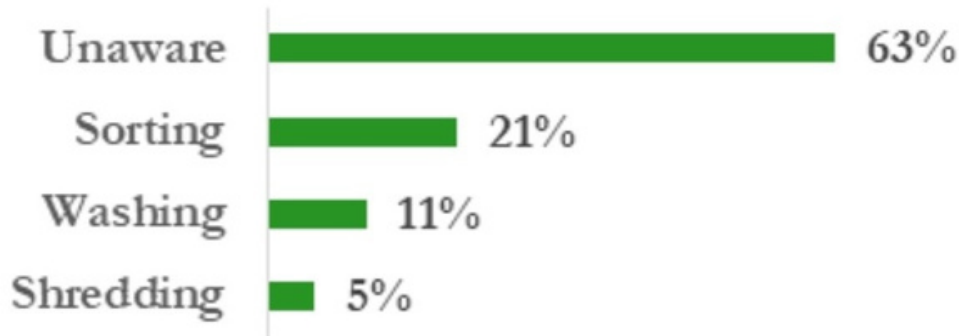
In the Itedo community, amongst the recipients who participated in our survey, about 95% of them understand proper waste management practices - package waste inside nylon or container for LAWMA or PSP operators to pick up.

About 54% of them currently separate their waste and amongst those who do, about half of them give them to LAWMA. About 90% of them understand some aspects of recycling and conservation, defining recycling as the reuse of an item, especially plastic bottles. However, a significant minority were unaware of the key steps for recycling, namely waste separation, while a majority did not know about material sorting.

Water Separation



Awareness of Recycling Process



All recipients who participated in our survey recall the LASEPA engagement and what it was about. The majority of them indicated that they gained new knowledge about waste disposal, making money from recyclable materials, and the benefits of keeping their environment clean.

About 70% of recipients who participated in our survey indicated having a knowledge shift and attitudinal change toward proper waste disposal and recycling. However, about half of the recipients who participated in our survey indicated dissatisfaction with the engagement, mainly because they did not receive incentives and gifts to reward their attendance and participation.

From the survey results, it is evident that LASEPA achieved its objectives to encourage proper waste disposal practices with the aid of incentives, create awareness of everyday environmentally friendly practices and discourage the use of single-use plastics. Participants also appeared knowledgeable about basic waste management and recycling practices.

Although there was an increase in knowledge from the engagement, there were no attitudinal and behavioural changes, as recipients of the engagement were no longer convinced to engage in the separation of waste because no organization had returned to pick up their plastic waste for an incentive. We also found that responsible waste disposal was not scalable nor sustained, which might be due to an initial misalignment between community needs and the objective of the engagement.



Key Findings from LASEPA's Engagement

Dimension	Guiding Question	Assessment Approach	Conclusion
Engagements expected versus achieved objectives	Do the objectives the initiator expects to achieve align with the objectives they achieved during their engagement?	Comparing the initiator's objectives with the actual objective of the execution of the engagement.	The initial objectives detailed by LASEPA align with the objectives of the execution of their engagement.
Relevance of the engagement in terms of the community needs	Is the engagement providing a solution to the needs the community has?	Comparing the needs (problems faced with waste management) of the community as stated by the target audience and/or stakeholder to the objectives of the engagement.	The objectives of LASEPA do not directly solve the problems community members are facing with waste management.

<p>The efficiency of the engagement in terms of budget and timing.</p>	<p>Did the engagement fit within the allocated budget and timeline?</p>	<p>Post-execution review of the budget and timeline by the initiator.</p>	<p>Although LASEPA stayed within their allocated budget and timeline, the budget of N2,000,000 was not sufficient to be unaware of delivery incentives.</p> <p>During the engagement, the number of recipients exceeded the budgeted number of incentives, and so over half of the recipients we spoke to indicated they did not receive an incentive, which left a feeling of dissatisfaction with the engagement.</p> <p>A detailed understanding of the role of incentivizing when it comes to participation and behavioural change could have resulted in a more effective engagement</p>
<p>Reliability of engagement in terms of scalability and sustainability</p>	<p>Can the engagement be replicated in the same community or other communities over a period of time?</p>	<p>Feedback from initiators on whether the execution design can be implemented at another period in the same community or other communities.</p> <p>Observations from the community and/or feedback from the target audience and stakeholder on whether the processes put in place during engagement remains after the completion of the engagement.</p>	<p>After the execution of the engagement, feedback from the community survey shows that the processes put in place during the engagement were no longer in place.</p> <p>According to recipients of the engagement, the majority are not receiving the incentives to convince them to continue the processes put in place during the engagement.</p>

<p>Validity of the engagement in terms of its impact.</p>	<p>Did the engagement affect the target audience?</p>	<p>Observations from the community and/or feedback from the target audience and stakeholders on attitudinal or behavioural changes after the engagement. Observations from the community and/or feedback from the target audience and stakeholders to identify the scale of responsible waste disposal</p>	<p>Although there was an increase in knowledge from the engagement, there were no attitudinal and behavioural changes, as recipients of the engagement were no longer convinced to engage in the separation of waste because no one had to return to pick up their plastic waste for an incentive. We also found that responsible waste disposal was not scalable nor sustained.</p>
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DISCUSSION

The preceding paper in this series made six observations related to community engagements in Lagos. We first revisit these observations to discuss whether they are consistent with the observations and recommendations made in the long case report. Secondly, we identify additional areas of development to support community engagement. Thirdly, based on this assessment, we determine the focus areas of the how-to guide.

Triangulating Short Case Observations

1. Corporate Participation: The cases in this study were selected based on their diversity, therefore only one corporate organization, RecyclePoints, a recycler, was intentionally selected. Interestingly, the approach used by RecyclePoints to engage with communities shared some parallels to product “market-entry”, where an intervention was used to set up infrastructure and Recyclepoints presence. This appeared to Recyclepoints build a more sustainable structure vis-à-vis the other cases studied, where the initiating organizations did not have the capacity or interest to maintain a presence in the community. This suggests that more intentional partnerships between advocacy organizations, which may have the convening capacity and recyclers, which may be in a position to provide longer-term infrastructure, could help to improve collection and recycling outcomes in the longer term.

An additional finding is that the source of funding for engagements was predominantly from larger corporate organizations, indicating that larger corporates are unlikely to participate directly in engagements but are key sources of funding

2. Interdependencies: All organizations recognized interdependencies in their engagement designs insofar as all recognized links between awareness, incentives and action. However, in both the T-CaLi and LASEPA case, neither organization was equipped to manage these interdependencies. There were two reasons for this.



Firstly, neither T-CaLi nor LASEPA had the resources nor organizational mandate to build longer-term collection infrastructure and so were dependent upon existing structures within the communities, which were inadequate. These inadequacies furthermore were not factored into engagement design. Secondly, it was not clear the extent to which incentive structures could be maintained after audience attention had been captured.

3. Human-centered design: There were substantial efforts to engage with community leaders and stakeholders across all three cases. However, the fact that key issues such as community frustration about sporadic pick-up of materials and frustration about incentives were evident but not addressed in two of the three cases, suggests that additional support to organizations that carry out engagement activities to support human and system thinking programme design could yield stronger outcomes.

4. Self-Funding: Our findings support the observations in the short report that self-funding and corporate funding is leading to divergent programmes that are neither adequately funded nor focused on comprehensive or long-term behaviour change. The findings in this paper support the view that large, common pool sources of funding are needed to stimulate meaningful behaviour and institutional change.

5. Funding Constraints: Our findings support the observations that engagements are under-funded; the length of engagements, lasting only one day in two cases, were found not to lead to long-term change and engagement budgets were relatively limited insofar as they did not cover infrastructure and other investments that might be necessary to sustain engagements over the long term. Irrespective of budget size, our findings suggest that while incentive schemes may be necessary, more work is needed to design incentives, so they are compatible with the goal of long-term behaviour change. It is notable that in no case the budget for incentives was sufficient, and there was a weak link between incentives and behaviour change in the two cases. In this respect, combined support for initiators to identify and prepare for funding opportunities and further support to develop programme design, with a special emphasis on systems-based design, budgeting and consortium building is strongly recommended.



6. Database Development: The cases point to a diversity of capabilities to carry out complementary community engagements. We also note diversity in metrics used to assess success and methods to understand community needs. Our findings support the recommendation that the development of the snap survey database to build relationships between organizations that have complementary capacity and to build collective knowledge on impact measurement, and incentive design may improve the efficiency and size of community engagements.

Additional Development Areas

Incentives: The cases in this study highlight that incentives are necessary to motivate individuals to collect waste materials, but that the design of these incentives and whether they are linked to waste management infrastructure impact whether separation and collection activities may be sustained. More work is needed to build a collective understanding of how incentives can be effectively used and how incentive-based motivation may change across different institutional contexts.

Enforcement: It is notable that all cases used a “carrot” based approach and that enforcement did not feature either in the short or long cases. Recognizing the nature of the enforcement environment, which is institutionally weak, it is nevertheless worthwhile to explore how incentive-based engagements can be combined with enforcement activity to improve the outcomes of community engagement activities.

Collection Infrastructure: The absence of collection infrastructure, whether the insufficient number of bins for disposal or the unpredictable activity of collectors, rather than attitudes, knowledge or beliefs about waste was an explanation for poor waste disposal practices in two of the cases. Further work is needed to engage concerning the PSP and recycler system to determine pathways to improve the regularity of waste pickup. The design and operational activity of collection infrastructure should be a key area for initiators to consider as a part of engagement design.



How-to Guide

Based on the assessments from the short and long reports, the key focus areas of the how-to guide are:

Community Selection and Needs Assessment: Rationale to select areas, assessing existing waste management infrastructure and community's needs.

Setting Objectives: Setting Realistic Goals for Engagement and Planning for Longer Term Behaviour Change
Programme Design: Considerations and trade-offs related to carrying out clean-ups, sensitization, incentive programmes etc.

Identifying Partners: Map your capabilities and resources and potential partners that can amplify your objectives.

Project Planning: Budget, Logistics and Measurement tools
Fundraising: Developing a convincing proposal and funding sources

Learning from your experience and others: How to share and ask for insights from others to develop better engagements.



Appendix A

Summary Findings

Initiator , Partner, Stakeholder	Expected vs Actual Objectives	Relevance to Community		Efficiency (Budget & Timeline)	Replicable & Sustainable	Impact
Recycle Points	The initial objectives detailed by RecyclePoints align with the objectives of the execution of their engagement	The needs of the community were compatible with the objectives of the engagement. RecyclePoints' objective was to recover recyclables from the community, drive awareness of recycling in the community and instil a habit of recycling with the aid of incentives. Their objectives were relevant to the needs of the community as the main challenges faced by the community when it came to waste management were around littered communities, blocked drainages, and burning of waste.		There had to be adjustments to the budget to fit within the expectations of the community and to encourage their participation. Prior research on the community, its residents' demographics, and behaviours could have resulted in a more accurate estimation of attendees as well as a more accurate expectation for targets relating to recyclable material collections. In terms of timeline, the RecyclePoints engagement stayed within the allocated timeline	The engagement's execution design has been replicated in other communities and the processes put in place remain after the execution of the engagement	There was a change in attitude and behaviour from community members even after the engagement. However, there was still waste and recyclable materials littering the streets and drainage systems after the engagement conducted by RecyclePoints due to a lack of waste management materials. Prior mapping of the community before execution of the engagement, and identifying some of the barriers to proper waste disposal could have revealed the lack of waste disposal bins among some community members which RecyclePoints could have provided

<p>T-CaLi</p>	<p>The initial objectives detailed by T-CaLi align with the objectives of the execution of their engagement</p>	<p>The needs of the community were not compatible with the objectives of T-CaLi's engagement. The objectives of T-CaLi do not directly solve the problems the community members are facing with waste management but rather address the symptoms of the problem; littering</p>	<p>Although T-CaLi stayed within its allocated budget and timeline, the budget of less than N100,000 was not sufficient to effectively meet its objectives - a larger budget was needed to get materials for the volunteers and to incentivize other vendors.</p>	<p>T-CaLi's engagement execution design has not been replicated at another period in the same community or other communities. After the execution of the engagement, feedback from the community survey shows that the processes put in place during the engagement were no longer in place.</p>	<p>Feedback from our community survey and the interview with stakeholders suggests that although there was an increase in knowledge from the engagement, there were no attitudinal and behavioural changes. We also found that responsible waste disposal was not scalable nor sustained which might be due to an initial misalignment between community needs and the objective of the engagement.</p>
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<p>LASEPA</p>	<p>The initial objectives detailed by LASEPA align with the objectives of the execution of their engagement</p>	<p>The objectives of LASEPA do not directly solve the problems community members are facing with waste management</p>	<p>Although LASEPA stayed within their allocated budget and timeline, the budget of N2,000,000 was still not sufficient to effectively meet its objectives. During the engagement, the number of recipients exceeded the budgeted number of incentives, and so over half of the recipients we spoke to indicated they did not receive an incentive which left a feeling of dissatisfaction with the engagement</p>	<p>After the execution of the engagement, feedback from the community survey shows that the processes put in place during the engagement were no longer in place. According to recipients of the engagement, the majority are not receiving the incentives to convince them to continue the processes put in place during the engagement.</p> <p>This engagement has been replicated in three other Communities.</p>	<p>Although there was an increase in knowledge from the engagement, there were no attitudinal nor behavioural changes, as recipients of the engagement were no longer convinced to engage in the separation of waste because LASEPA has not returned to pick up their plastic waste for an incentive</p>
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Appendix B

Short Case Survey Questions

1. What is the nature of your intervention and community engagement?
 - Cleanup
 - Community sensitization
 - Incentive scheme engagement
 - Empowerment/Skill development
2. How long have you been engaging communities on responsible waste management?
 - Less than 1 year
 - 1–5 years
 - 5 years–above
3. Which location (please indicate the community and state) do you engage in Nigeria?
 - Free text
4. Have you been able to replicate this same engagement in other communities?
 - Yes- If yes, how many other communities and which locations (please indicate the community and local government area)?
 - No
5. What challenges did you face/are you facing in engaging the community?
 - Free text
6. Was there prior research/survey done to determine the kind of intervention engagement category (by engagement category we mean community interevent) needed by the community you are engaging?
 - Yes
 - No



7. What are the purpose/aims/objectives of your intervention engagement in the community?

- Free text

8. What is your typical intervention scope?

- Local/community level
- State level
- Federal level

9. Who are your main targets in the community?

- Generators (community members)
- Generators (businesses)
- Waste pickers
- Environment in general
- All the options
- Others (please specify)

10. Do you get grants, investment support, or self-fund for your engagements/projects in the communities? (Source of funding)

- Yes
- No
- Sometimes

11. What price range do your engagements cost?

- Less than 100,000 naira
- 100,000 to 500,000 naira
- 500,000 and above naira
- 600,000 to 2,000,000
- Above 2,000,000

12. How would you measure the impact of your intervention?

(Select all that apply)

- Value chain addition (Inclusiveness of partners/collaborators)
- Environmental remediation
- Increased social benefit for the target audience
- Increase in quantity/volume of waste collected
- Inclusiveness of the target audience



Source of funding for your engagements/projects in the communities?

- Grant
- Investment support
- Self-fund
- Family/Friends' support



Appendix C

Recyclepoints and T- Cali (Team) Long Case Questionnaire

1. What communities do you conduct community engagement in?

2. What was the nature/objective of your intervention?

A. What did the activities consist of?

B. What was the expected outcome of the intervention?

C. What worked during the course of this intervention?

D. What didn't work?

3. What resources were budgeted to implement this intervention in terms of cost and timing?

4. What were the needs of this community?

A. Did your intervention meet these needs?

B. In the course of this intervention, did any related needs arise that the project did not meet?

C. In the course of this intervention, did any related needs arise that the project met?

3. What resources were budgeted to implement this intervention in terms of cost and timing?

4. What were the needs of this community?

5. How did the execution of the intervention change the budget in terms of cost and timing?

6. Before and after, were there any noticeable changes in the knowledge, attitude and behaviour of community members?

7. What challenges did you face in the course of this project?

{Probe for challenges with gaining community consent, language barrier, attitude/acceptance, funding, logistics issues, low turnout rate, extortion by hooligans and community leaders, high incentive expectation}

8. What would you do differently if you wanted to repeat such an initiative?

9. What advice would you give another organisation that wants to conduct a similar initiative?



Appendix E

LASEPA (Community) Long Case Survey

1. Are you aware of the trash-cash program by LASEPA? Yes/no
2. What was the duration of the program?
3. What are some of the challenges you experience with waste management in your environment? {Select all that apply}

- A. Infrequent pickup
- B. No dedicated area to keep waste
- C. Foul smell
- D. Strenuous sorting process
- E. Rat/Cockroach Infestation
- F. High pick-up costs
- G. Health risk
- H. The build-up of waste in the community
- I. Destroying amenities
- J. Blocking drainages or canals
- K. Other, please specify

4. What is your understanding of proper waste management methods? {Select all that apply}

- A. Package in nylon or container and put in the general dustbin for LAWMA to pick up
- B. Package in nylon or container and put in a dustbin on the street for cart pushers to pick up
- C. Package in nylon or container and put in community dumpsite
- D. Package in nylon or container and put on the streets next to the general dustbin
- E. Package in nylon or container and bury it in ground
- F. Package in nylon or container and burn it
- Other, please specify

5. What does recycling mean to you?



6. Which recycling processes are you aware of? {Select all that apply}

- A. Sorting
- B. Shredding
- C. Washing
- D. None
- E. Other, please specify

7. Do you currently separate your waste? That is, for example, do you keep bottles in different nylon or containers from the rest of your waste?

8. What do you do with your separated waste? [Ask if 'Yes' is selected in Q7] {Select only one option}

- A. I give them to Cart Pusher
- B. I give them to people who make homemade beverages
- C. I give them to LAWMA
- D. I give them to recycling companies
- E. I bury it in the ground
- F. I burn it
- G. Other, please specify

9. Why don't you currently separate your waste? [Ask if 'No' is selected in Q7] {Select only one option}

- A. It is stressful
- B. It is time-consuming
- C. There is no point because nothing happens to it
- D. I forget when I am putting things in the dustbin
- E. Don't have the proper knowledge on how to separate waste
- F. Other, please specify

10. What is the one thing you recall from the engagement program?

11. On a scale of 1 to 5, where 1 means Not Satisfied and 5 means very satisfied, how satisfied are you with the engagement program?

- A. 1
- B. 2
- C. 3
- D. 4
- E. 5



12. On a scale of 1 to 5, where 1 means Not likely and 5 means very likely, how likely are you to attend another engagement program by LASEPA?

- A. 1
- B. 2
- C. 3
- D. 4
- E. 5

On a scale of 1 to 5, where 1 means Not likely and 5 means very likely, how likely are you to recommend the engagement program to a friend/family?

- A. 1
- B. 2
- C. 3
- D. 4
- E. 5

Would you say you learnt from the program?

- A. Yes
- B. No

What did you learn from the program?

- A. Income-generating opportunities from recycling
- B. Good recycling habits
- C. A better understanding of recycling
- D. Other, please specify



Appendix F

LASEPA Team Long Case Questionnaire

1. What were the objectives of your outreach?
2. What are the expected outcomes of the outreach?
3. What is the budget for the outreach?
4. What is the timeline for the outreach?
5. What is the process of deploying the outreach in the community?
 - A. Did the initial plan of execution differ when you reached the community? If so, how?
6. What objectives were reached with the outreach?
7. What outcomes were expected and unexpected came from the outreach?
8. How much was spent on the outreach?
 - A. If the cost is less or more than the budget, why was that the case?
9. How much time did it take to complete the outreach?
 - A. If the timing was more or less than anticipated, why was that the case?
10. What challenges did you face with executing this outreach?
11. What are the lessons learned while executing this outreach?



Reference

¹ Zarinpoush, Fataneh (2006). Project Evaluation Guide For Nonprofit Organizations. Fundamental Methods and Steps For Conducting Project Evaluation, Imagine Canada, 98p.

² Zarinpoush, Fataneh (2006). Project Evaluation Guide For Nonprofit Organizations. Fundamental Methods and Steps For Conducting Project Evaluation, Imagine Canada, page 18.



