

WASTE TO WEALTH IN PORT HARCOURT, NIGERIA

Improved Living Conditions in Urban Slums: Public Private Partnerships in Nigeria

FINAL EVALUATION



Evaluation team with some members of the waste to wealth project team at a dumpsite of a supported SME in Port Harcourt, Rivers State, Nigeria

FINAL REPORT

Prepared in May, 2015

By Benjamin Bekebi Abidde



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List of Abbreviations and Acronyms

CDs	Compact Discs
CSO	Civil Society Organisation
CSOs	Civil Society Organisations
CSR	Corporate Social Responsibility
CSS	Community Secondary School
CFPs	Call for Proposals
CSCF	Civil Society Challenge Fund
DAI	Development Agency International
DFID	Department for International Development
EU	European Union
FGDs	Focus Group Discussions
HSE	Health Safety and Environment
KIIs	Key Informant Interviews
LEF	Living Earth Foundation
LG	Local Government
LGA	Local Government Area
LGAs	Local Government Areas
LOCN	London Open College Network
OCN	Open College Network
MDAs	Ministry Department and Agencies
M&E	Monitoring and Evaluation
MSE	Micro Small Enterprise
MSEs	Micro Small Enterprises
NESREA	National Environmental Safety Regulation Agency
NGO	Non-Governmental Organisation
NGOs	Non-Governmental Organisations
PPE	Personal Protective Equipment
PPP	Public Private Partnership
PPPs	Public Private Partnerships
PLA	Participatory Learning and Action
PRA	Participatory Rural Appraisal
RSESA	Rivers State Environmental Authority
RSWMA	Rivers State Waste Management Agency
SME	Small Medium Enterprise
SMEs	Small Medium Enterprises
TNA	Training needs Assessment
TOR	Terms of Reference
UN	United Nations
WASSCE	West Africa Senior School Certificate Examination
W2W	Waste to Wealth

Basic Information

Project Title	Waste-to-Wealth (W2W) Programme: Improved Living Conditions in Urban Slums: (DFID CSCF Title: Women, Waste & Wealth – Promoting women's empowerment and entrepreneurship in the Niger Delta)
Agency Name:	European Union (EU) UK Department for International Development (DfID) Comic Relief.
CSCF Number:	531
Country:	Nigeria
Name of Local Partner (s):	Living Earth Foundation, UK ANPEZ Centre for Environment and Development, Port Harcourt, Rivers State, Nigeria
Name of person who compiled the evaluation report, including summary of role/contribution of others in the team and the period during which the evaluation was undertaken	Benjamin Bekebi Abidde – Lead Evaluator (Development of evaluation plan, evaluation methodology and tools; facilitation of focus groups and key informant interviews, feedback on key outcomes and lessons learnt; reporting). Preye Dirikebamor – Researcher (support in facilitation of focus groups and interviews and note taking; reporting) The Project Team provided logistics support and served as guide during field visits to the project benefiting communities. 15th April – 28th May, 2015

Executive Summary

Background

The Waste to Wealth Project in Rivers State was funded under the EU's *Non State Actors Programme*, Comic Relief's *Urban Slums programme* and DFID's *Civil Society Challenge Fund* and implemented by LEF and ANPEZ. The project aimed to contribute to the reduction of poverty amongst urban dwellers and to the achievement of MDG 1; MDG 3 improving wage employment among women; and target 4 of MDG 7 achieving improvements in the lives of slum dwellers.

This final evaluation was carried out from mid-April to early June, 2015 with the purpose to provide an independent assessment of the progress and performance of the project against targets including agreed activities; expected results and project objectives; identify key areas of learning and scope for replication; provide recommendations for the project partners and donors to inform future programme development. The evaluation adhered to the DFID, EU and Comic Relief guidelines for evaluations, particularly to learning for DFID, EU and Comic Relief. Findings from this evaluation will be used to aid future programming.

Key Findings - Results and Impact of the Project

In the true sense of it, the project communities are now cleaner as residents made cautious efforts to keep their surroundings clean through their participation in the monthly sanitation exercises with the use waste management trucks and sanitation equipment provided to them. As a result of this development, the RSWMA now gives priority attention to them. In all the communities visited, there is very tangible evidence of improved environment due to the awareness created by the project. The project empowered pro-poor social enterprises to effectively engage with the RSWMA. Some SMEs have gotten more jobs, they are now seen and related with as waste management stakeholders in the State.

The project trained a number of SMEs on functional skills and LOCN Business Development which has enabled them to work better and well. Few of them have become reliant, increased their market share with improved profit. Some that received PPE materials now work in safety conditions and are able to save and reinvest moneys they normally would have spent on health challenges resulting from waste related activities etc. They now have more time to work instead of spending the time recovering from illnesses arising from waste related activities.

The evidence of impact on the lives of marginalised and poor people due to W2W is seen in cleaner and more habitable environment with less dumping of waste; power of locals to demand for good service, increase in employment and income generation from the sale of metal and plastic waste. These were observable in Jinyeberimiema, Abuluma, Bundu-ama, Ora-okwor and Umuagbai communities. To some extent, poor people can now claim their rights in relation to a clean environment as a result of the project. For example, the chairman of Oro-akwor Community, who benefitted from the advocacy trainings, and as a member of the Caretaker Committee of Obio/Akpor LG Council, was able to

make a case for his community. Also Jinyeberimiema and Bundua-ama communities engaged officials of RSWMA on sanitation issues to claim their rights.

The tailored LOCN training worked well. The business advisory service equally worked well as a one-to-one approach. One effective approach was supporting entrepreneurs in networking so that they could learn from each other. The step-by-step approach in the functional skills was theoretical, practical and useful. The focus of the project itself on waste and use of plastics to produce paved stones was very innovative. The use of an enterprise/business-focused approach to tackling waste was also innovative as it ensured that communities are always kept clean of wastes and increased income for people and MSEs.

The project was able to collect regular feedbacks from beneficiaries and other groups with the use of its M&E Framework from the beginning. Some changes made as a result of feedback include (i) community groups requested training to build their capacity, which was then delivered to them; (ii) local community groups developed their own action plans to improve waste management in their communities and the project supported the implementation of these plans, (iii) local businesses requested more technical support on plastic paving production.

Bye and large, the W2W project has been sufficiently refined to be cascaded out successfully across other regions within and outside Nigeria because many lessons have been learnt, partnerships and capacity have been built, awareness has been created and knowledge of how waste can be transformed has been practically disseminated. LEF has received lot of interest from other regions asking her to cascade the project. It has had requests from organisations in Kaduna, Lagos, and Jos all in Nigeria to replicate the project in these areas.

Recommendations

These recommendations may aid future programming:

1. With the successes recorded so far, there is the need to build on the key lessons learnt and through strategic and more robust PPPs and exploring more funding opportunities, it is important to replicate and scale up the waste to wealth project in other areas within and outside of Rivers State so that more people, women and vulnerable groups, are accommodated and engaged just as more local communities get cleaner and wealthier.
2. Any future waste to wealth project should develop more focused strategies, methodologies and approaches which targets women, vulnerable persons and women run SMES including those not engaging in waste collection and recycling but related ventures at the local level.
3. Bridge the gap between SMEs and large-scale investment. There is need to create more social enterprises in the communities around the issue of

waste. This can be achieved by strengthening the relevant institutions and creating more awareness on the socio-economic benefits of waste.

1. DFID AND EU SECTION OF REPORT

1.1. Results and Impact of the Project

Stated outputs of the project

All the project outputs were delivered and targets reached as envisaged based on the evidence collected and analysed even though output vis-à-vis logframe is about 85% according to the project team. The extent to which each of the outputs have been delivered and targets/milestones reached and progress achieved against the project logframe are indicated in the table below.

Stated Outputs 	Outcomes
12 robust micro-projects with strong business plans and staff capacity, supported by MCs.	<ul style="list-style-type: none"> ▪ At least 12 PPPs contracts delivering high quality, cost-effective environmental sanitation services. ▪ Increased income/turnover of SMEs. New jobs created – number & type. ▪ Other environmental/recycling/reuse activities conducted by SMEs.
Significantly strengthened entrepreneurial base & abilities to set-up and manage SMEs.	
SMEs/slum dwellers have significantly improved technical abilities in waste recycling and re-use activities.	
Business advisory service for SMEs.	
Slum communities better aware of rights and structures in place to advocate and lobby for these entitlements.	<ul style="list-style-type: none"> ▪ At least 60 poor people's representative groups establish dialogue with local authorities on environmental sanitation. ▪ Other environmental/recycling/reuse activities conducted by SMEs. ▪ Forum for urban environment with representation from LA, civil society & private sector. Urban environment information centres operational
Information hub operational, acting as central point for information, advice and guidance.	
Capacity of LA officials built to enable engagement with SMEs on micro-PPPs, with systems in place to track contracts.	<ul style="list-style-type: none"> ▪ Forum for urban environment with representation from LA, civil society & private sector. ▪ Government officers with enhanced contract negotiation, management and monitoring &

	evaluation skills.
Web-based platform live, twinning in place, media strategy active. Achieved year 2.	<ul style="list-style-type: none"> ▪ Increased engagement between citizens & LA on environmental policy issues. ▪ Increased engagement between country partners and between country communities. ▪ Greater public scrutiny of LA's urban service delivery to poor, resource allocation and expenditure by Year 3. ▪ Partners build LA networks/relationships outside project's 6 locations.
Information/data available to LAs, partners and target communities	
Greater awareness by LAs of opportunities and cost-benefits of working with SMEs to achieve improved environmental.	
Radio programmes broadcast, films and music CDs produced.	

Extent of delivery of outputs and achievements of targets/milestones



Cross section of the project team with the evaluators during planning meeting at ANPEZ Office

With the strong commitment put forth by the project team, all the expected outcomes relatively achieved the desired outcome hence, overall, there were elements of positive outcome. On the part of the MSEs and LGA, the outputs, specifically on the OCN was well delivered. This has been to a greater extent because the modules were rightly placed to address the challenges and weakness of benefitting MSEs

which specifically boils down to improper waste management practice, weak public relations on the part of local authorities.

Results of the individual outputs and changes brought about.

The results of the individual outputs and change that was brought about was very clear. For example, with regards to useable materials, studies and research report on PPP, rights of slum dwellers, advocacy and baseline report on benefiting communities, the project got the Rivers State Ministry of Environment and the Rivers State Bureau on PPP talking and exploring working relationships

and opportunities. The communities were empowered and were able to engage more with the RSWMA on keeping their communities free of waste.

Changes were obvious in the area of change of attitude towards proper waste disposal and cleanliness in the project communities. Better and more opportunities, improved way of managing waste, skills acquisition and partnership between the public and the private sector. The change is seen on persistency, more enthusiasm, pro bono from the MSE's; they sometimes offer free services, cut service charge, engage in CSR/community service as a strategy to win both loyalty of existing clients and get more customers.



Waste bins presented by W2W to the sanitation club at CSS, Rumuapara, Port Harcourt

The establishment of Sanitation Marshal Club in three secondary schools in Port Harcourt, Rivers State, two of which are docile in the project communities is another positive and sustainable change resulting from the W2W Project intervention. In respect of public enlightenment and awareness on converting waste to wealth, four new businesses that are now using wastes plastics to mould blocks emerged from this process.

On institutional strengthening for local associations, the project facilitated a local association to be conscious of her roles and responsibilities thus able to move her community forward and made it more habitable by engaging the citizenry and government alike. Another major change was in respect of the information hub where it created an opening for learning for youths and up to date information on waste practices.

Appropriateness of the indicators for measuring outcome

The indicators for measuring outcome were appropriate, although it was a bit difficult for the project team to get data for all of them such as those that require government data or records. The project team admitted that the indicators for measuring outcome were clear in their day-to-day implementation processes, as they were able to carry out activities ties to specific outcome/output.

Evidence that pro-poor social enterprises providing environmental waste services have become sustainable, increased their income/wealth and contributed to existing small business sector

The W2W Project was able to bring pro-poor social enterprise to the table to engage with the Rivers State Waste Management Authority, being the Authority that is responsible for managing waste in the State. In the meeting had with MSEs, twelve (12) of the businesses have gotten more jobs, they are now seen and related with as waste management stakeholders in the State Some of the

businesses have gotten more jobs, they are now seen and related with as waste management stakeholders in the State.

Thirty-two (32) of the businesses have also been trained on functional skills and LOCN Business Development which has enable them to work better and well. Few of the enterprises have become reliant, increased their market share with improved profit through the project. The waste to wealth project has provided an enabling platform for the cart pushers, evacuators and the target community members some level of assistance in doing their business, also the introduction of government presence and recognition.

Some small businesses involved in waste collection including those run by community women that received PPE materials are now work in safety and more healthy conditions and are now able to save and reinvest moneys they normally would have spent on health challenges for themselves and family members resulting from waste related activities etc. They now have more time to work instead of spending the time recovering from illnesses arising from waste related activities.



Members of Abuloma Women Cooperative during the interactive meeting with the evaluation team

Also unlike before when the government used to displace them from site to site and indiscriminately disperse them from dumpsite without consultation. The government now consults with them more regularly. Further evidences are captured in the independent impact report carried out by Roger Lewins between November 2014 – January 2015.

Evidence of environmental sanitation improvements in the project communities, extent and how has this impacted on slum dwellers

The Mid Term Review of the project, carried out in November/December 2013, noted “improvements in environmental sanitation have been observed across each of the three project areas”. Project monitoring visits to the target areas report “improved waste management practices resulting in less fly tipping, more instances of segregation of household waste, more recycling of organic waste, and regular community driven clean-up events”.

In practical terms, the communities are cleaner now and the people do take deliberate steps to keep their environment clean at the moment. In Abuloma, Oro-akwor and Jinyeberimiema, these communities sanitation have been improved to a reasonable extent. Local people all participate in the monthly sanitation exercise to keep their communities clean. Also the Rivers State Waste Management Authority now gives special attention to the communities. The

waste management truck and sanitation equipment/tools provided to the communities is now helping to keep the environment clean.

In communities like Bundua-ama and Oro-akwor, the evaluation saw tangible evidence of improved environment due to the awareness from both W2W and RSWAMA. Jinyeberimiema community has tremendous improvement in managing their waste, before the birth of the waste to wealth project the community members does evacuate waste and debris into the river. The project brought about change in terms of waste management in the community through the introduction of waste evacuators to the community. Community members carry their waste to the points where the evacuator can pack and load off the waste. Finally, community people are now identifying waste that are marketable and where the market is located. The communities are now aware of the health benefits to clean environment as well as the financial gains in waste.

Evidence that poor people have been able to claim their rights in relation to a clean environment as a result of the project?

The communities were positively impacted by W2W sanitation exercises as well as by state-wide sanitation exercises in Rivers State. The evaluation saw tangible impacts resulting from some of the advocacy trainings organised that opened their eyes to strategies and methodologies for engaging government officials and politicians to demand for their rights and right quarters to go to.



The chairman of Oro-Akwor community and other project beneficiaries with the evaluators

A good example has to do with the current chairman of Oro-akwor Community, who participated actively in every aspect of the waste to wealth project and was recently appointed a member of the Caretaker Committee of Obio/Akpor LGA Council in Rivers State because his outspokenness and empowerment following the series of advocacy training he received. He is well known for his fights for the community's right to clean environment and provision of basic social amenities.

Also there are instances where the members of Jinyeberimiema and Bundua-ama communities wrote letters to the RSWMA on sanitation issues in their respective community and they were invited for the discussion of the matter. The major right of communities is the right to an adequate and safe habitation.

The RSWMA is working to, as a result of the linkage initiated by the W2W programme, ensure that the project community's environment is safe and habitable. Specific reports highlighting evidence include the changing of RSESA

policy to enable SMEs to enter into waste management service contracts. Greater profile of waste as an issue as a result of the project mobilizing community opinion and raising awareness.

Evidence that the project promoted better cooperation and collaborations across LGAs

In specific terms, the project did promote better cooperation and collaborations across LGAs through the LOCN Local Government training, which improved capacity of local government officials but also the training gave the officials the opportunity to attend the training together and to network across different LGAs in Rivers State. Events such as the national conference brought together officials from different LGAs. Waste itself is a cross-cutting issue that brought together people from different sectors. Also, collaborations were achieved through several meetings, PAP, regular visits and the PPP Interactive Workshop.

Impact of the project on the lives of marginalised and poor people



A member of the Abuloma women cooperative at their dumpsite in the community

The project team affirmed that a whole lot were done to effect an evident change since funds were budgeted for and made available to impact lives. Therefore, the evidence that there is impact on the lives of marginalised and poor people as a result of the waste to wealth project is seen in cleaner and more habitable environment within the poor communities with less dumping of waste; power of locals to demand for good service, change of status, improved knowledge of income opportunities in waste, increase in employment and generation of income however low it is, from the collection and sale of waste – metal and plastic.

These were observable in Abuloma, Jinyeberimiema, Abuloma, Bundu-ama, Oro-akwor and Umuagbai communities. Likewise, with the project, CSOs are more strengthened with a stronger voice and more confidence to engage with government and other key stakeholders in Rivers State and this is linked to local people being able to demand their rights as explained earlier. About 19 persons living with disabilities were trained on proposal writing and 4 widows were financially empowered to start small business in their respective communities.

How the project assessed impact

Basically, the project was able to assess impact on monthly basis based on a designed M&E framework and the changes the project have effected that are tangible and existing, with little dependence on interviews at site visits. Project

team held series of discussions with beneficiaries and carried out regular field visits and direct observations at the local level. In 2013, a Mid-Term Evaluation was commissioned by LEF, UK in order to understand the progress made half way of the project. This evaluation looked at the relevance, effectiveness, efficiency and sustainability of the project in Rivers State: Impact assessments were also done through annual reports and reviews. The MSE Impact Analysis conducted between November 2014 and January 2015 and Impact of PPPs conducted between November 2014 and January 2015 were other means that the project impact was assessed. Finally the outcomes of the Final Evaluation thus assessed the overall impact of the project in Nigeria.

1.2. Unintended Consequences

There were some unexpected outcomes that identifiable. For example, one unexpected outcome was the creation of a platform for government agencies and personnel to share information on their individual activities relating to waste, for the agencies to understand what they are doing as well as seek to cooperate to carry out their functions. It was able to achieve this following the interagency/community and businesses meetings which created opportunity to share the findings on the PPP study. Another unexpected outcome is the close working relationship RSWMA was able to develop with the project communities, the Rivers Ministry of Environment, Port Harcourt City and Obio/Akpor LGAs, NESREA, ANPEZ amongst others as a result of the W2W Project.

1.3. Risk

As project partners, LEF and ANPEZ identified and managed risk effectively as a risk matrix was in place and they both employed necessary mitigation measures. For example following an initial low uptake from women on the business development course, both partners had to employ several mitigation strategies such as (i) promoting waste recycling activities that have been shown to have a greater uptake amongst women due to low barriers to entry, potential to carry them out at home and links to traditional female income-generating activities (e.g. plastic weaving and briquette making); (ii) promoting female champions to address women's confidence issues, and to show that women can be successful entrepreneurs too; (iii) using existing women's networks and groups as entry points to reach more women; (iv) delivering a women-only business development training to address hitherto lower levels of female participation.

1.4. Value for Money (VfM)

Principles that support value for money.

The project was indeed implemented according to principles that support value for money. This is with regards to the fairly large number of the populace reached and the project's methodology of working to improve knowledge and competences of SMEs that are able to make additional income for the local economy. The project made provisions for grants supports to both direct and indirect beneficiaries within and outside of the project communities. Funds/grants were therefore provided through a competitive bidding and transparent process

that was advertised in the 'The Tide Newspaper of 30th April, 2014. At the end of a thorough bid analysis process by the project team, those who qualified were given grants eventually. As part of this process, the project manager had series of discussions with LEF, UK before final agreements were reached.

Efficiency and effectiveness

The project ensured that trained beneficiaries had access to capital or business support to start or grow their income generating activities as lots of activities addressed this including OCN business training, functional skills training, business advisory service, post-training grants, support to PPP projects.

Besides, they had access to capital from various sources such as banks etc. In particular, the W2W project provided seed grants to four businesses following Call for Proposals (CFPs) and business plans they submitted. Four widows were given seed grants. One MSE run by Mr. Nkemakolam was given PPEs and women groups in Abuloma, Okrika and Obigbo, were supported with materials and funding of between 1 and 1.5m naira. On the part of the team, the project ensured resources were used efficiently to maximize results.



The Umuagbai women cooperative dumpsite in the community. These are prepared sachets for sale

For instance, the project team had a diverse skill set on which they were able to draw to manage different activities effectively. The business experience of the Project Manager was of great use in terms of keeping the project on track. LEF and ANPEZ both affirmed that resources and inputs have effectively transformed into results because there were no reported cases of management and financial issues. It was obvious that the project has been effective in bringing about the anticipated changes for beneficiaries and target groups in the three slum areas as both partners expressed great satisfaction with each other in terms of the quality of project implementation, timely reporting, etc.

1.5. Sustainability

From the viewpoint of sustainability as explained by LEF and ANPEZ, outputs of the W2W Project actually require future funding. As far as they are concerned, the outputs have been achieved and are sustainable. However, some team members were of the opinion that even though targets were reached and milestone delivered, the outcome does not seem sustainable in the long term. Future funding would enable both donors and partners to build on these outputs. For

example, the project could be replicated in new areas in Nigeria and elsewhere, and both organisations could help businesses further upscale their activities.

It is certain that the social businesses require more funding so as to secure needed equipment and technology to get the business going in full scale. Funds are yet to be secured in this regard. The OCN and functional skills indeed require future funding with regards to delivering extra training modules specific to new demands and running retraining of beneficiaries. Continuity is important as there is clamour for these two programmes at the public and private sector levels. While future funding may be a problem, Anpez must begin to see these two components as a part of diversification where income can be generated, as participants will be required to pay this time around thus ensuring future sustainability. This is like continuous funding of the OCN.

As part of efforts to assist beneficiaries especially business groups to produce sustainability plan, the project did not clearly state so, even though there were brief discussions on the different opportunities in waste management. Most of the MSEs already had sustainability plans learning from a key feature of the LOCN business modules, which were implemented and followed through by some MSEs while others did not due to weak in-house capacities.

1.6. Lesson Learning on Approaches

In the course of implementing the W2W Project in Rivers State, some useful lessons were learnt by both implementing organisations. Also, it is hoped that other organisations and stakeholders will draw from them to apply for the future.

Approaches to empowerment and advocacy and what worked well

LEF,UK was of the view that ANPEZ has had particular success in this area, particularly the area of advocacy and bringing on board Rivers State Government as a key stakeholder. On empowerment, ANPEZ employed different approaches – from training, to mentoring, to providing necessary inputs (eg. equipment) and this seems to have worked well. For ANPEZ, the approaches on empowerment that worked well is the CFPs and tendering process. On Advocacy, the participant mix, topics, training venues, resource materials used, resource persons used, training methodology, follow-up actions plans adopted all worked well.

Equity and gender equality

Here, both partners learned a lot of lessons. For example, there was the need to employ some easing approaches to address the initial low uptake from women on the business development training. In Nigeria, working with waste is seen as dirty and physically challenging work, and therefore inappropriate or degrading work for women. Yet, waste is also a very lucrative sector. Gender stereotypes in relation to women's labour were excluding women from potential business opportunities, resulting in a low uptake from women for the training programme. The project had course to look for a pragmatic solution to this issue. Rather than directly challenge negative stereotypes of what women do not do, the project looked to reframe the issue focusing on the positive roles that women do play.

Whilst waste collection is seen as inappropriate for women in Nigeria, women are seen as playing a lead role in cleaning, and maintaining the environment in their communities. Framing the issue in terms of civic pride and responsibility, provided a successful avenue for overcoming the previous resistance to the waste sector. This approach was successful in building the partners' mandate to work with the community on gender issues.

Access to networks is vital for any entrepreneur looking to grow their business. Cooperative models have been shown to be particularly successful for fostering women's entrepreneurship, benefiting women in a range of ways both economically and personally. In an urban setting, cooperative models based on social networks can be even more important for women entrepreneurs, due to the transient nature of the people and traditional family networks are often weaker. LEF found this approach to be an effective way of working with women entrepreneurs. Another key approach is recognising the role of female champions in inspiring uptake amongst other female entrepreneurs.

Capacity building

The tailored LOCN training which included practical homework (e.g. practical application of lessons) worked well. The business advisory service - i.e. mentoring equally worked well as a one-to-one approach. One of the most effective approaches was supporting entrepreneurs in networking so that they could learn from each other. The learning by doing, presentation, brainstorming session, group works and role play introduced in the OCN gave MSEs further opportunity to apply and test their knowledge and versatility, helped build confidence, finesse which is a rare case for the MSEs. The step-by-step approach in the functional skills was theoretical and practical. Competing with versed knowledge and skills can make the difference in any person or organization. Some other key lessons learned are highlighted below:

Programme	Key Lessons Learned
LOCN Training	The lesson learned is not to limit certification to LOCN. Participants were able to learn how to organize and position/present their businesses or business ideas for effectiveness and revenue. Fresh perspective about waste and the thriving business around waste, better ways of doing business, mobilizing and engaging communities in proper sanitation practices, improved income generation, partnership between private, public and government, transforming and reducing waste into useful materials.
Functional Skills Training	Businesses learned a safer and more coordinated way to do their work and live from day to day. Training here included HSE and Sanitation activities. It is important to note that all trainings responded to market demands and local needs.

	There is need to support local entrepreneurs to consider these market demands and to adapt and diversity their businesses as necessary.
Civic Education	The participants were exposed to laws and regulations that regulate their health, safety and sanitation of their environment. They were also enlightened on their own individual, group and communal duties and responsibilities.
Advocacy Programmes	They learned how to engage various stakeholders (government, leaders, companies etc.) to advocate for the wellbeing of their various communities.

Innovation



A beneficiary of the skills training displaying the mould for producing paved stones at Umuagbai Community

There is lots of innovation in terms of technology, business approaches, hands-on training methodology adopted by the project. The focus of the project itself on waste was also innovative and the use of plastics to produce paving stones is even more quite innovative. The project was able to seek innovative ways of engaging communities and LGAs on proffering solutions to environmental problems, poverty reduction and building public-private partnerships. The PPPs at the local level (i.e. between SMEs and LGAs) was an innovative approach even though there was a lower uptake of these than expected.

The evaluation team considers there to have been lower uptake as private sectors are reluctant to partner with local government as it may be seen to be a political statement and simply a campaign gimmick that will not be honoured when the new government has been voted in. The use of an enterprise/business-focused approach (social enterprise approach) to tackling waste was innovative as it ensured that communities are permanently kept clean of wastes whilst ensuring that the waste management duties of the RSWMA is carried out almost at no cost to the government and equally creating employment and income for community members and businesses and revenue in the form of company tax to the government.

1.7. Project Accountability (Beneficiary Feedback Mechanisms)

According to LEF and ANPEZ Management, the project was able to collect regular feedbacks from beneficiaries and other target groups through the use of

the M&E Framework and deployed from the beginning of the project. There was indeed no reason to change course. In the process of collecting feedbacks, the project team itself worked very closely with the project beneficiaries in the three slum locations. This meant that there was an ongoing feedback loop in which beneficiaries provided feedback during community meetings, by visiting the office, during training activities etc.

Some examples of changes recorded from the feedback include (a) local community groups requested training to build their capacity, which was then delivered to them; (b) local groups developed their own action plans to improve waste management in their communities and the project supported the implementation of these plans, (c) local businesses requested more technical support on plastic paving production and the project did organise for an expert from Cameroon, who delivered this training. ANPEZ was quite impressed with the level and frequency of M&E and feedbacks received from the project team. LEF is also impressed with ANPEZ and the project team's good working relationship with the project beneficiaries which allowed the project to be responsive and respond to the needs of the target groups.

1.8. Outcome and Output Scoring

The evaluation team observed that significant progress and changes had occurred after the mid-term evaluation conducted in 2013. (See Annex A)

1.9. Contribution to the CSCF Objectives

CSCF Objective	Example
<p>1. Building capacity of Southern civil society to engage in <u>local</u> decision-making processes. <i>Can you find an example where the project has helped marginalised groups to, for example, voice their concerns to <u>local</u> government departments in relation to their rights?</i></p>	<ul style="list-style-type: none"> ▪ Resident Committees in the three target communities. ▪ Invitation of RIWAMA Head of Administration and solicited for support to clear the canals running through Bundu-Ama
<p>2. Building capacity of Southern civil society to engage in national decision-making. <i>Can you find an example where the project has helped marginalised groups to, for example, voice their concerns to <u>national</u> government departments in relation to their rights (e.g. through the media or through a more direct engagement)?</i></p>	<p>Engaging politicians during the last general elections to demand for better living conditions with regards to their right to clean environment as contained in 1999 Constitution of the Federal Republic of Nigeria.</p>
<p>3. Global advocacy. <i>Has the project capitalised on its experiences with marginalised groups</i></p>	<p>None</p>

CSCF Objective	Example
<i>to conduct advocacy at a global level (e.g. attended UN forums or participated in global campaigns to project the concerns and views of marginalised groups)? Please provide an example.</i>	
4. Innovative service delivery. <i>Have you identified examples of innovative service delivery pioneered by the project? If so, please explain.</i>	Encouraging the creation of platform of OCN Learners to develop joint proposals and share experience.
5. Service delivery in difficult environments. <i>If the project is contributing to, or providing services, in a difficult environment, please explain. Provide a few bullet points to explain why the environment is challenging.</i>	<ul style="list-style-type: none"> ▪ Increased awareness on bagging of waste to compliment the media campaign of RIWAMA. ▪ Reinforce the need to sort waste and recover valuables that money can be made from.

1.10. Capacity Building

The capacity building component of the project impacted immensely on beneficiaries as they acquired new skills, knowledge and competences from the LOCN Training, Functional Skills Training, Civic Education and Advocacy Programmes. (Refer to the annexure for extracts). These trainings resulted in more businesses and income, new and improved relationships between participants. One of the LOCN trainees became an YWIN awardee as a result of the training him received from the project. Through the LOCN, the Local Councils have improved in the area of partnership, monitoring projects within communities under the government, ensuring transparency and making sure that the government is held accountable to the people.

A good number of people whose capacity was built included representatives of relevant State MDAs, and LGAs (i.e. career civil servants), MSEs, community leaders, local institutions, CSOs, local NGOs, women groups, local trade unions, and private sector organisations. The main topics delivered during the OCN training workshop include EPALG: *Transparency and Accountability, Monitoring of Community Projects, Organising Community Project, Effective Partnership Working and*



Some LOCN beneficiaries during the meeting with the evaluators at ANPEZ Office

Other topics were on AUEDP; *Prepare and Produce a Business Plan, Building Business Relationship, HSE, Selling your Products or Service, Cash Flow Forecast. These topics were quite relevant to what participants presently do.*

The general impressions about these programmes are that they were very good. These programmes brought about the element of capacity building to diverse parties and interest groups. They have helped to expand the area of impact of the programme beyond the project communities to the entire Rivers State and beyond. Through the changes that have been effected, through ideas and impartations on other colleagues and staff. capacity breeds all other improvements as more innovative ideas, wealth creation, diversification, sustainability plans. Besides, the capacity building programmes took impact beyond communities to small businesses etc. Extracts from the session the evaluation team had with some LOCN beneficiaries is in the annex section.

In spite of the positive impacts, there were some issues that arose during the implementation of the LOCN, Functional Skills Training, Civic Education and Advocacy Programmes. For example, one of the challenges was in terms of ensuring participation of women in the LOCN training based on selection criteria which was followed. Other issues were lower uptake amongst women owing to obstacles to promote waste recycling activities and inability to use existing women's networks and groups as entry points to reach more women.

The methodology and approach adopted during the LOCN, Functional Skills Training, Civic Education and Advocacy Programmes were unique. The central tenet of all the approaches was bottom-up and participatory that ensured they responded to local people's demands. These approaches were key to the project's own learning process. The OCN training were held in formal meeting facilities and delivered by select expert trained to deliver its curriculum. The classes were very interactive as the trainers merely guided the understanding of the trainees. The trainees largely learned from research they did on their own using life experiences in their various businesses and work place.

Most of the skill trainings were held at participants' workplace such as dumpsites. The sessions were informal as Pidgin English or local language was used to deliver the sessions. The Civic Education and Advocacy Training was held partly in hotels and communities. Most of the participants were adult, so the facilitators deployed visual and practical training method to convey the project messages and these were quite useful and were commended by the participants themselves. As an environmental organisation, ANPEZ is so impressed with the approaches and outcome of these programmes that its management has resolved that every aspect of her projects will henceforth include capacity building along the line of W2W Project. The impressions of LEF, UK is positive because members of the project team all worked well and in different ways.

1.11. Gender Mainstreaming

Project's understanding of the perspectives of men and women and how they differ

The W2W Project actually had an understanding of the perspectives of men and women and how they vary. This was particularly done by engaging them through their groups and associations. A review of the gender analysis of the waste sector in July 2013 showed that the context of waste management for the creation of wealth in Nigeria generally and, by extension, in Rivers State, is a male dominated setting with an average ratio of 2 (women/female) to 50 (men/male) represented in the industry as it stands. This is particularly evident in all the dump sites/landfill sites in Port Harcourt City and its environs.

The reasons that have been inferred by interviewed stakeholders for this state of affairs include:

- At the community level, tradition and culture determine that it is a taboo for women to pick from dustbins as it is seen as a sign of extreme poverty.
- The physical requirements for many aspects of waste management favour men, particularly when it comes to the sorting and recovery of items to be recycled for generating incomes.
- Attitudes of women towards recovering waste items for sale suggests a perception that it is a dirty and dehumanising venture.
- Odours and other associated risk such as sexual harassment and advances from male counterparts further drove women away from the business.

Women's participation, gender inequity and empowerment strategies



The president of the Okrika women cooperative with the evaluation team at their site in Okrika

It was strategic to have more community women benefit from the project as a means to address issues of gender inequality and empowerment. Based on the gender analysis of the waste sector in July 2013, the project developed strategies that targeted women and ensured their active participation. This is particularly so for Comic Relief and DFID funded aspects of the project. The text below is taken from the strategy developed in July 2013:

“A recent international ‘Waste to Wealth’ workshop, held as part of this project, identified two distinct ways of looking at gender within the context of the project:

- a) Parity in terms of results/outputs (e.g. ensuring 50% of participants are

female). Lessons from Cameroon and Uganda showed that this, whilst challenging, is achievable. There just needs to be a specific strategy employed to achieve it (e.g. mandatory for each MSE to send at least one women; identification of women-led MSEs and direct targeting for participation in activities; championing examples of successful women).

- b) More global/higher level consideration of how "waste" or "managing waste" affects/impacts on women in particular – and this should then inform project advocacy strategies etc. That is women are primarily responsible for household waste management so they should have more of a say in how it's managed.

There is a tendency, arguably, to focus disproportionately on the first perspective (parity) whilst there is arguably value in a greater consideration of the second approach. This may include the commissioning of an impact study/gender analysis of impact of waste management on women in Port Harcourt in order to better inform project advocacy strategies etc.

In pursuit of parity, the following strategy were detailed and followed:

- All functional committees in the target communities are expected to include women in the membership with prominent roles allocated to them.
- Male/men owned, run and managed waste management SMEs should send their female staff for OCN & functional skills training programme.
- There will be an identification of, and focus on women and vulnerable groups in communities so as to mobilize them to participate in the Project.
- Women will be particularly targeted in activities promoting a good understanding of the Project objectives, and specifically relationship between waste and wealth.
- Transfer of learning from the facilitated drain clean-up campaign in all the three target communities where the Project encouraged full participation of women. This exercise became a useful process for the women to see what constitutes waste that can be transformed into wealth. This reinforced the discussion the Project has been having with the women and spurred them into action.
- Utilisation of the opportunities presented by the enterprises that are owned, managed and run by women as reference point/examples of best practice to increase women participation in the Project, to include the involvement of these women-led and managed enterprises in the delivery of the OCN training programme.

- Facilitation of a process to ensure that one of the two enterprises that will emerge in each target community is formed, owned run and managed by women and vulnerable groups.

Capacities within partner organisations to address gender

Obviously, the project built capacity within LEF and ANPEZ to address gender and related issues. For example, 3 females out of 5 staff from Anpez benefitted in both the OCN and functional skills trainings. LEF supported ANPEZ to carry out a gender analysis and when gender challenges were identified, they were quickly and collaboratively addressed including, for example, the joint development of the gender strategy identified above. LEF also developed an organisational gender strategy for LEF in February 2015, drawing upon the learning from this project.

1.12. Challenges and Enablers

The main challenges and issues encountered in the course of implementing the waste to wealth in Nigeria and the way and manner they were addressed in order to move on with project activities are listed below:

- Getting both the state and local governments interested in the project was difficult at the initial stage but once that was done, it made a whole lot of the project work easy.
- The project team members were initially not sure about how to start but the experience of sister organizations in Cameroon and Uganda helped the team to get going. The project major partner, Living Earth Foundation also helped to make the project a success as they guided ANPEZ and the team and ensured that funds were always made available and timely too.
- There was the initial challenges in terms of promoting female participation especially in the LOCN training and waste collection. ANPEZ responded well by adopting key gender analysis strategies of the waste sector.
- Change in partner during the project. Both Comic Relief and the European Union (co-funder to the project) had confirmed their acceptance of the new partner within relatively short time frames; the third co-funder to the project, DFID, took nine months to confirm their acceptance of the new partner. This caused delays and meant that proper implementation by new partner ANPEZ was only able to begin in August 2012. ANPEZ did an excellent job of making up for lost time.

2. COMIC RELIEF SECTION OF REPORT

2.1. What difference has the project made to people's lives?

Who has benefitted & in what ways? Are those changes/outcomes relevant to people's needs? Are they likely to be sustainable in the long term?

Women formed the bulk of the beneficiaries as desired by the project. Others included men, youths and vulnerable groups including widows drawn from the waste to wealth project communities of Jinyebarimiema, Bundua-ama, Abuluma, Oro-akwor and Umuagbai. They all benefitted especially in the area of capacity building, small grants support to widows, provision of remodeled tricycles and working equipment/tools for waste evacuation businesses. Oro-akwor, Jinyebarimiema and Bundua-ama communities received one remodeled tricycle each. Other beneficiaries were secondary students, local dealers on metal/plastic wastes, representatives of State/LGA, MSEs, civil society organisations, etc.



Remodeled tricycles (kekes) ready for delivery to three project benefiting communities

The clear evidence was that most of them have been able to impact on waste service delivery impacting on people's living conditions and also providing opportunities for employment at the community and local government level. For the OCN, the evidence is seen in sustenance on the part of the MSEs, skills and information sharing. Knowledge gained was transferred from the benefitting staff to other colleagues of the MSE. The grant awardees, if well mentored and monitored could be sustainable.

On the other hand, this is not the case with the functional skills trainees because they felt the project should have supported them financially and they never considered that the training is equally a means of empowerment. Establishing the Sanitation Marshal Clubs worked well in the three secondary schools and communities and it is likely to be sustained. In particular, the sanitation club in Community Secondary School, Rumuapara, Port Harcourt, was provided with waste bin and other working tools.

Have there been any changes to policies, practices and attitudes of decision and policy makers to benefit the project's target groups?

There are other evidence of impact as a result of decisions taken, policies and programmes that have changed. For example, RSESA decision to include SMEs in waste service contracting is important. Also in Port Harcourt, the State Government was actively championing a PPP approach to the waste sector in Rivers State. There was renewed political interest in waste management as a development issue.

The new waste management bill recently passed in Rivers State is very lenient to the target MSEs; those doing waste related businesses in such a manner that it takes away management and service delivery off the responsibility of the RSWMA, leaving a level playing ground for all MSEs to compete without fear of

favour. This reduces favouritism by government to contractors who do not really implement the terms of contract. This further influenced changes to policies, practices and attitudes of decision and policy makers to benefit the project's target groups and to some extent, the project contributed to the achievement of broader national policies in Nigeria.

To reasonable extent, the new Rivers State waste management bill is one good case where change in policies and programmes is supporting the existence of public private partnership. These changes (outcomes) are indeed relevant to people's needs and designed to be sustainable in the long term. For example, the changes impacted on waste service delivery thus impacting on people's living conditions clean environment, increase in employment opportunities and providing for empowerment of women.

To what extent has the achievement of the changes/outcomes been influenced by external context and other factors?

The achievement of these changes has been influenced by external context and other factors particularly technology wise and innovation. The project made this difference through various ways. For example, a positive influence was that the Rivers State Commissioner of Environment accepted the invitation to be part of the Project Advisory Panel and welcomed the position of chairman. This high-level support for the project has enhanced the profile of the project, enabling project staff to have greater access to high-level government stakeholders.

It also made this change through changing the way waste materials are now viewed and treated at the community level. Rivers State Government policies on demolition of slums settlements in Port Harcourt influenced the start-up of the project and subsequent activities in the project communities in the sense that Government was more interested in rebuilding the settlements rather established sanitation exercise. The simple reason is that these project communities were not planned and so evacuation of wastes becomes very difficult.

2.2. How has this project made this difference?

What have been the most effective methodologies and approaches the organisation used to bring about changes to people's lives? What has worked and what has not?

The most effective methodologies and approaches the project used to bring about changes to people's lives was mainly through practical and physical action (hands-on activity). Participatory Rural Appraisal (PRA) and Participatory Learning and Action (PLA) tools and techniques were used all through the project implementation process. They were very useful and instructive. The most effective out of the lot been the LOCN Business Management Training and Technical Training with the focus on enterprise and business as a means of tackling waste management.

What was the overall theory of change for this project? What are the key success stories? Has it been effective in bringing about last change? Were there any gaps?

The overall theory of change for the whole project is attached to this report. LEF felt this theory has been effective even though one area where more work is needed is linking with larger private sector / investment to help upscale the recycling sector in Port Harcourt. ANPEZ recognised that the overall theory of change has it been effective in bringing about lasting change because local people were exposed and enlightened to seeing waste as a raw material for production and enterprise development. Also, the project has been effective in bringing lasting change in some areas like regular sanitation exercises in the communities and schools therein through the activities of Sanitation Marshals. However, the major gap is the technology capacity and market to make it an instance success.

It is good to state that there were some case studies produced by the project. For example, the raised profile of waste as a development issue in Port Harcourt and increased government commitment to support this was a success story. Another is the development of a stronger waste management and recycling sector in Rivers State with individual success stories within that, for example the Abuloma community women.



A dumpsite of a W2W project supported SME in Port Harcourt, Rivers State

Other success stories are strengthening relations between different African partners and improved ANPEZ capacity in which the project gave ANPEZ experience in terms of managing and delivering a project with new donors e.g. DFID, Comic Relief, EU is yet another success story. ANPEZ have also developed a set of case studies that offer lots of stories.

What lessons have been learned? Who have they been shared with?

In terms of bringing local government on board, the positive impact that a local champion within government can have cannot be understated. It is thus important to nurture relationships with Local Government to achieve broader impact. LEF, UK commissioned a report on Impact of PPPs and Impact of Business support activities which provided key lessons. They developed toolkits on technical training areas, business training, local government and these are shared on the Living Earth website: <http://wastetowealth.livingearth.org.uk/>. LEF also shared learning through national conferences, a policy event in London As well as through attendance at international seminars.

On the part of ANPEZ, the lessons learned is that communities that are living with environmental or business challenges and issues now have the knowledge on what to do to eliminate or neutralize them. Initially communities only adapt with such challenges or allow the challenges or issues to remain because they lack the resources to change the situation. Thus when the time, chance and resources become available they are always there and happy to take charge and change the situation. This is what happened in the project communities, with the relevant agencies, with businesses, individuals and groups that worked with the team on the W2W Project. Other lessons learned are from our findings in the Baseline Studies, the Study on Slum Dwellers Rights, the Study on PPP, the result of W2W activities in Duala and Kampala. All the learning was shared with the project stakeholders through meetings, the project conference and series of workshops. Findings and lessons learned were also shared through radios.

How have the funded organizations (Living Earth, ANPEZ), helped or hindered the delivery of lasting change?

LEF felt they did help as the project provided MSEs with the basic inputs to start their businesses and with the skills to grow their business. What LEF could not do was to provide large amounts of capital because as an NGO, this is not their role but the role of an investor. ANPEZ was able to create linkages, carried the message of the project with excitement and engaged in the activity by itself through the project team. The delivery of changes/outcomes was made possible mainly due to positive relationships between LEF and ANPEZ.

The existing cordial relationship between the two partners further helped as it opened ANPEZ to many future opportunities and discussions. In addition, the delivery of those changes/outcomes was possible because of the specific roles/functions both LEF and ANPEZ played on the project in Nigeria. ANPEZ as the field partner was responsible for implementation in the field. LEF provided technical support to M&E – development of framework, monitoring of MSE database etc.; overall management – checking through reports and visits that activities were on-track; strategic direction to the project – providing support to the team in terms of implementing the project strategy; supporting the team to make changes where needed to adapt to the local context.

LEF took responsibility and quality control of the LOCN training programmes – including internal verification and external verification of learners' portfolios; financial management and reporting to donors; organising South-South exchanges with the other W2W countries. Their relationship was good and in harmony as they discussed every issue and agreed on the plan and process to action that ensured the success of the waste to wealth project in the slum areas.

How have relationships between partners throughout the relationship chain (looking at the UK organisation-local partner(s)-target groups) helped or hindered the delivery of change/outcomes?

The involvement of some key stakeholders on the project was quite rewarding although representatives never got monetary benefits or motivation, except the

Rivers State Bureau for Public Private Partnership, whose staff was on the PAP and got sitting stipends. Capacity building for stakeholders and initiation of the PPP actually helped the delivery of the changes/outcomes.

How effective have the project's management, monitoring, learning and financial systems been? How have they helped or hindered the delivery of lasting change?

There was a specific M&E Officer in place at ANPEZ and the Project Manager provided detailed monthly reports based on the existing M&E and monthly reporting system. The project team felt the existing M&E system met their expectations to a very large extent because most of the changes were successfully tracked with support provided by the project management, monitoring and financial systems in place. The project team totally accepted that the quality of monitoring was very good and was the case as the LOCN Component in particular, is sensitive enough to fast track changes seen and heard. This is the heart of successful projects.

On its part, LEF believes the monitoring system have been positive and was in line with the M&E framework. However, it was difficult to receive accurate updates on this from the team. This may be because it was considered too complicated or because the team did not see the value in completing it. Hence, this hindered the partners' ability to track progress and lasting change, but overall the systems in place helped delivery.

On the contrary, the Management of ANPEZ felt that the quality of monitoring and all the M&E data collected in the course of implementing the project were good in terms of numeric and narrative form, accuracy, flexibility and usability to get the desired indicators for the donors and did not in any way hinder delivery of lasting change. It is worthy to mention that members of the project team expressed satisfaction with the project management style. For example, ANPEZ Management was said to be non-domineering and unimposing and exhibited openness and worthy accountability to both stakeholders, partners, beneficiaries and the project team as it should be in good leadership.

The financial management was satisfactory in the sense that all procurements were done by the project finance officer with due checks and balance. This includes all meeting and training refreshments, rent for training halls, hotels, to the last pin. There was indeed a very transparent procurement process in place. Financial information was not classified and was very transparent to both project staff and beneficiaries.

Has the project been cost effective?

The implementation of the waste to wealth project was cost effective. This is in terms of the large number of local people reached (over 2,000) and the project's approach of working to develop skills of local businesses. In turn, local businesses are able to generate more money for the local economy. Waste is

also a good issue to address from a value for money point of view because it cuts across a lot of sectors like health, environment, economy, conflict and gender. As part of cost saving measures, the team used venues that were gotten free or with some discounts. Tendering for purchases, using basic as opposed to luxurious facilities were cost effective means. Furthermore, multi-tasking of team members, following procurement processes and procedures as well as matching activities with many outputs were cost effective.

Evidence of project cascading out successfully

Bye and large, the W2W project has been sufficiently refined to be cascaded out successfully across other regions within and outside Nigeria because many lessons have been learnt, partnerships and capacity have been built, awareness has been created and knowledge of how waste can be transformed has been practically disseminated. LEF has received lot of interest from other regions asking her to cascade the project. For example, LEF in London has had requests from organisations in Kaduna, Lagos, and Jos all in Nigeria to replicate the project in these areas. So there is strong demand. However, the partners will need to source for the funds to enable this replication to take place.

In Port Harcourt, ANPEZ has good interest from DAI in replicating the project across the Niger Delta. W2W was carried out in three countries for over 5years. It all started in the various countries at different times with Nigeria being the last. The project has been refined through this process and can be cascaded across other areas of Nigeria. It is sad to note that the project is yet to engage other LGAs on W2W prior to the end of the project.

3. RECOMMENDATIONS

The following recommendations are made and if well implemented may aid future programming by the grant-holder and wider management of projects working with civil society and other key stakeholders:

1. With the successes recorded so far, there is the need to build on the key lessons learnt and through strategic and more robust PPPs and exploring more funding opportunities, it is important to support the replication and scale up of the waste to wealth project in other areas within and outside of Rivers State so that more people, women and vulnerable groups in particular, are accommodated and engaged just as more local communities get cleaner and wealthier.
2. Any future waste to wealth project should develop more focused strategies, methodologies and approaches which targets women, vulnerable persons and women run SMES including those not engaging in waste collection and recycling but related ventures at the local level.

3. Bridge the gap between small-scale enterprise and large-scale investment. There is need to create more social enterprises in the communities around the issue of waste. This can be achieved by strengthening the relevant institutions and creating more awareness on the socio-economic benefits of waste.
4. Future project implementing partners should work towards improving the technology for production. Linking local communities to development agencies is vital to further creating more opportunities in waste management and income generation. There is the need to seek for other forms of recycling, as there is a huge potential in the Nigerian environment.
5. The role of the Project Advisory Panel (PAP) should more clearly defined and members capacity well built for them to be effective in discharging their functions while ensuring that the project is implemented according to principles that support value for money.
6. There is the need to empower local people and small business groups particularly those run by women, towards future sustainability of their businesses around wealth creation through waste.
7. There should be increased opportunities for both project implementation partners and participating communities to network, to learn from each other and to coordinate activities.
8. There should be increased emphasis on strategic coordination and collaboration with key development actors and waste managers especially environmental sanitation and waste management agencies.
9. More context specific interventions have to be advanced for target communities and stakeholders which are based on an in-depth analysis of environmental sanitation, poverty reduction and PPPs underlying forces and other factors and that donors be flexible in this regard and provide scope for agencies to respond to the specific context in which they are operating.