



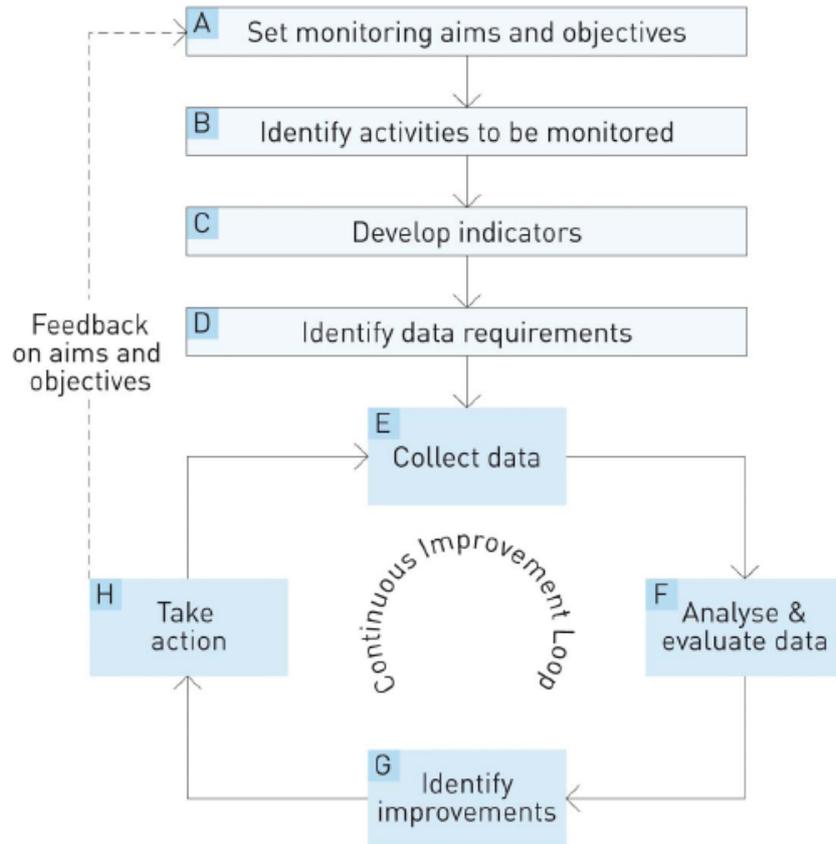
1.0 Monitoring and Evaluation

Evaluate effectiveness

Monitoring and evaluation is part of a continuous process of learning and improvement that enables you to assess the performance of your communications against your aim and objectives. Effective monitoring and evaluation will help you:

- Know whether your communications plan has achieved or exceeded its aim and objectives
- Identify which activities worked well and which didn't and how they might be improved or whether they should be substituted for other activities
- Justify the expenditure on communications to senior managers and elected members
- Develop better communications in the future by refining and improving activities, focusing spending more effectively and achieving better results

The continuous improvement loop:



CASE STUDY: Monitoring and evaluation

Bath & North East Somerset Council ran a communications campaign to target householders in hard-to-reach areas to increase awareness and take-up of its recycling services.

To determine whether the campaign had worked the council conducted:

- Pre-and post-campaign participation monitoring in the areas served by a kerbside collection and targeted by the communications campaign
- Pre-and post-campaign usage monitoring in the areas served by mini recycling centres (MRCs) and targeted by the communications campaign
- Pre-and post-campaign 'committed recycler' monitoring by surveying flats served by MRCs and shared houses served by the kerbside collection service
- Monitoring of tonnage of recyclate collected at MRCs and by the kerbside collection service on rounds serving the target community

The monitoring programme enabled the council to evaluate the achievements of its campaign against objectives:

- Participation monitoring in shared housing - 5.2% increase in the number of properties using the kerbside recycling service
- Usage monitoring - 28% increase in reported usage of the mini recycling centres. This increase is supported by the tonnage data (see below)
- Committed recycler survey - the proportion of committed recyclers increased by 5% in flats and 9% in shared houses. Respondents claiming to recycle 'a lot' showed the most dramatic increases (26.2% in flats and 10.3% in houses)
- Tonnage monitoring - overall there was a steady increase across Bath and North East Somerset in the amount of material being recycled and composted, and a decrease in the amount of residual waste being sent to

landfill. Data for houses was disrupted but for flats, tonnages increased from 554,053 tonnes to 621,922 tonnes

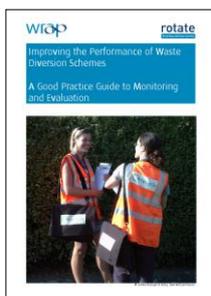
The monitoring programme provided evidence that the communications campaign had increased tonnage, participation, usage and the proportion of committed recyclers. It also showed the importance of using a range of monitoring techniques – supported by anecdotal information – as practical constraints interfered with some of the monitoring methods (and therefore the results) and to add weight to results which, on their own, might not appear as significant. By investing resources in measuring performance, it was possible to build evidence to support the use of communications and to make the case for additional funding for future campaigns.

WRAP Local Authority Communications Case Study: Bath and North East Somerset Council

You need to be thinking about your monitoring and evaluation techniques right from the start of the communications planning process:

- If you undertake any pre-campaign research when you assess your current situation, consider whether it could be repeated to form part of your post-campaign evaluation
- You should ensure your monitoring and evaluation measure impacts which directly link back to the attainment of overall recycling and waste management service targets eg increasing your recycling rate. Elements like operational performance, should be monitored and evaluated on a continual basis
- If you are measuring changes in awareness, attitudes and behaviour you need to undertake pre-campaign baseline monitoring and then carry out post-campaign monitoring to evaluate changes

You will also need to decide who is responsible for undertaking the M&E activities and how much they will cost. This last point depends on whether they will be managed in-house or contracted out to specialists (or a mixture of the two).



For detailed information about monitoring and evaluation research for waste operations and communications campaigns WRAP has produced a comprehensive guidance document – “Improving the Performance of Waste Diversion Schemes”. This good practice guide gives detailed step-by-step guidance on a range of monitoring techniques.

www.wrap.org.uk/monitoringandevaluation

1.1 Overall aims and objectives achieved?

You should decide how to measure and evaluate your overall communications aims and objectives when you first identify and set them. Your overall objectives (see Section 3 and Becoming an Expert No6 for more information about aims and objectives) should relate to the impact of your communications. Measuring impact is essential as this is the only way of knowing the extent of behaviour change and every campaign, even the smallest, should aim to measure its impact.

There is a range of measures, relevant to waste management communications programmes, which you could use to assess your communication activity including:

- Collection tonnages
- Participation rates
- Set-out rates
- Capture rates

As a minimum, you should use data from your council’s routine statutory recycling and waste management performance reporting to measure the impact of your communications. Once you have chosen the methods you are going to use you should schedule when all your monitoring and evaluation will take place:

- Pre-campaign – measuring your baseline
- During the campaign – measuring inputs and outcomes
- Post-campaign – measuring impacts

Remember to allow time for tendering, briefing and start-up if you are using external consultants to help you and don’t forget to schedule your post-campaign M&E to give you time for analysis, review and report writing before any reporting deadlines.

How much to spend on monitoring and evaluation

The following table is a guide as to what WRAP thinks is reasonable.

Communications costs (excluding core staffing and in-kind contributions)	Recommended types of monitoring (both pre-campaign and post-campaign)
£1 - £10,000	All routine operational performance monitoring, especially quantities diverted measured as kg per household per week for recycling schemes
£10,001 - £50,000	All routine operational performance monitoring, especially quantities diverted measured as kg per household per week for recycling schemes Optional - participation rates for kerbside schemes or usage rates for bring bank and HWRC schemes
£50,001 - £200,000	All routine operational performance monitoring, especially: <ul style="list-style-type: none"> ■ Quantities diverted measured as kg per household per week for recycling schemes ■ Participation rates for kerbside schemes, usage rates for bring bank and HWRC schemes ■ Proportion of committed recyclers If relevant to an objective: <ul style="list-style-type: none"> ■ Proportion of each targeted material captured or avoided or level of contamination of recycle
£200,001 +	All routine operational performance monitoring, especially: <ul style="list-style-type: none"> ■ Quantities diverted measured as kg per household per week for recycling schemes ■ Participation rates for kerbside schemes or usage rates for bring bank and HWRC schemes ■ Proportion of committed recyclers ■ Proportion of each targeted material captured or avoided Only if relevant - level of contamination of recycle

Note: For authorities that operate alternate weekly schemes, participation rate monitoring is normally less important than monitoring capture rates and contamination rates. This is because the most people will participate to a certain level in alternate weekly schemes because of the restricted waste container capacity. However, incorrect participation is likely to be higher. Alternate weekly authorities should therefore consider whether they should substitute participation monitoring for capture rate analysis or contamination analysis, even at the lower levels of campaign value.

1.2 Individual aims and objectives achieved?

As well as your overall communications aims and objectives you should have set individual aims and objectives for all your communication activities. Your individual objectives (see Section 3 and Becoming an Expert No6 for more information about aims and objectives) should consist of the following types:

- Input objectives
- Outcome objectives
- Impact objectives

All three are useful for different reasons but measuring impact is the most important as this is the only way of knowing the extent of behaviour change and the relative success of your communications in improving recycling. There is a range of measures, relevant to waste management communications programmes, which you could use to assess your communication activity and these are shown in the table on the following page.

Measures used to evaluate communications

M&E Technique	Objectives		
	Input	Output	Impact
Advertising reach		✓	
Brochure requests		✓	
Calls to freephone number		✓	
Capture rates			✓
Collection tonnages			✓
Competition entries		✓	
Consumer research			✓
Doorsteps visited		✓	
Employee survey			✓
Journalist research		✓	
Leaflets printed	✓		
Leaflets distributed		✓	
Members survey			✓
Participation rates			✓
Press coverage		✓	
Roadshow attendance		✓	
Sales of composting bins		✓	
Set-out rates			✓
Website hits		✓	

In order to measure them, you need to ensure the monitoring and evaluation system developed for your overall aim and objectives covers your individual activity objectives too. If it does not, you should add extra monitoring and evaluation to measure the relevant inputs, outcomes and impacts of your activities.

1.3 Review impact of campaign activities

When you evaluate the monitoring information you have gathered you should review the impact of your communications by answering the following questions:

Did you achieve your overall aims and objectives?	Refer to the overall aims and objectives you set and check the corresponding monitoring and evaluation information you have gathered.
Did you achieve the aims and objectives for your individual communication activities?	Refer to the aims and objectives you set for your individual communication activities and check the corresponding monitoring and evaluation information you have gathered.
What was the overall impact of your communications?	Identify the overall or 'headline' achievement of your communications eg increased tonnage collected, increased participation etc.
Investigate any other issues (positive or negative) which you identify or relate to your communications objectives	The review process may uncover some unexpected results (good and/or bad) that require investigation as well. You should look at all the issues your monitoring and evaluation reveals in order to conduct a thorough review and build on your successes and avoid repeating any mistakes.

Dealing with disappointing results

If you have followed all the advice in this document your communications should be effective, but success can never be guaranteed and any communications programme may experience disappointing results from time to time.

It is important that any temporary setbacks or disappointments – which may have had causes entirely outside your own control, or which may have nothing to do with your communication activity – are not seen as failures by key stakeholders and budget holders.

Success in dealing with such situations lies in the consistent and credible presentation of results in an easy to understand format, always relating the actions undertaken to the objectives. Honesty is essential – it is never acceptable to misrepresent or overstate results.

Finally, even disappointments can be turned to your advantage as they will undoubtedly form opportunities to learn. When presenting disappointing results, it is important to show what has been learned as a result and what will be done differently in future.

1.4 Determine future activities

Once you have established whether your communications have succeeded or not you should study the information again in more detail to see what you can learn for future campaigns. This final review could even act as the first stage in your next communications plan with the results forming your baseline information. You should:

- Identify activities that worked well, for example, reached lots of people in a cost effective manner, had high impact, produced marked increases in participation or tonnage. Could any successes be replicated or built upon in future campaigns? Review the M&E information gathered about the inputs, outputs and impacts of your communications activities. Identify which activities worked well and which worked less well. Consider what changes you might need to make in order to repeat successful activities in a different location, on a different scale, with a different audience etc. You may want to conduct debrief meetings with relevant staff to look at the information in more detail
- Identify activities that weren't so successful and possibly why not. Look at your weaker performing activities and try to identify the reasons for their weaknesses. Could their shortcomings be eliminated or avoided? Would it be better not to repeat the activity? Is the activity basically 'sound' but needs improving in some way? NB - weakness does not necessarily mean failure to reach an objective, it may be a particular activity performed less well than others eg an event that attracted less visitors than other similar events. Again, you may want to conduct debrief meetings with relevant staff to look at the information and implications in more detail.
- Review the findings, identify and list your key recommendations for future communications

This final assessment process will give you a firm, factual basis on which to:

- Build evidence to support the use of communications
- Make the case for additional funding for future communications
- Build and develop campaigns which achieve even greater results in the future

Your results should be summarised, written up into a short campaign report and disseminated to key internal stakeholders and used to gain support for further communications. The findings should also be used in internal communications to thank staff involved in the campaign for their support and in press releases to give feedback to the public on how well they are doing, to thank them for their efforts and urge them to continue to recycle. This will generate additional positive media coverage and further your overall communications aim.

1.5 Planning your Communications

The following section shows an extract from a typical communication plan to show how the monitoring and evaluation mechanisms could be developed and written.

9 Monitoring and Evaluation

It is necessary to monitor the success of each of the activities detailed in Section 7 so that activities and tactics can be changed if they are found not to be as effective as planned. Strategies will be constantly reviewed and updated in order to keep pace with the changing environment. By monitoring all the activities, it will be possible to determine which are the most successful for MFC and ensure that the communications budget is spent on activities that will produce best value for money. The WRAP monitoring and evaluation toolkit will be used as a reference document to conduct monitoring of the campaign where appropriate.

9.1 Determine whether overall aims and objectives have been met

The recycling rate for 2013/2014 will be calculated from the annual tonnage figures for all recycling and residual waste.

Participation monitoring will be conducted in February/March 2014 at the end of the campaign.

9.2 Determine whether individual aims and objectives have been achieved

These will be measured using the individual monitoring methods detailed in Section 7.

9.3 Assess the impact of the individual campaign activities

The impact will be measured by the parameters detailed in Section 9.1 and by the individual monitoring measures in Section 7.

9.4 Review monitoring information to determine future communication activities

The success of the campaign overall will be assessed by comparing its achievements against the aims and objectives set. If some or all of the overall objectives have failed to be met, then the Council will consider alternative communications activities. Individual communication activities can and should be assessed. If they have failed to make a significant impact, then other activities should be considered to achieve future aims and objectives.



2.0 Conclusion

Once you have reached this point, by working through this document, you should have prepared and finalised your communications plan and be ready to start delivering your campaign(s). By now you will be familiar with all aspects of communications planning but there are a few key points to re-emphasise:

- Your communications need to reflect your situation and your aspirations. Your area and its issues will be unique and may require tailored solutions to encourage and embed long term behaviour change. Understanding your area, the people living in it and the barriers present are all key to the development of a campaign which successfully increases recycling performance
- You will need to use a range of different communication methods and activities to target your audiences successfully and you will need to use all the resources available to you imaginatively in order to achieve your objectives

Careful objective setting together with intelligent use of monitoring and evaluation techniques are vital to measure success and to build on your achievements for the future.



Sources of further information

This Guidance provides a grounding in each topic – more specialist information is available to download:

<p>Barriers to recycling at home</p> <p>One of the key factors for recycling campaigns to address are the barriers experienced by people which prevent them recycling as much as they could. This research examines the barriers people experience, the messages that may help overcome those barriers and the most appropriate communication methods for those messages. It is referenced a number of times and can be accessed online here:</p> <p>www.wrap.org.uk/barrierstorecycling</p>	
<p>Improving Low Participation Areas – Effective communications planning</p> <p>An increasing challenge for many local authorities is increasing performance in low participation areas (LPAs). In response, WRAP has developed a guide to help users identify areas of low participation, examine why they experience low participation and develop effective communication solutions. It is referenced a number of times and provides a comprehensive approach to running campaigns in these areas. The document is available on the WRAP website:</p> <p>www.wrap.org.uk/lpa</p>	
<p>Improving the Performance of Waste Diversion Schemes – A Good Practice Guide to Monitoring and Evaluation</p> <p>The importance of monitoring and evaluation to campaigns cannot be underestimated. WRAP has produced a comprehensive guidance document which gives detailed step-by-step guidance on a range of monitoring techniques for waste operations and communications campaigns, including: surveys; participation monitoring; capture rate analysis; contamination assessments; and making better use of tonnage data. Again, it is referenced a number of times and can be accessed here:</p> <p>www.wrap.org.uk/monitoringandevaluation</p>	
<p>Door-to-door canvassing</p> <p>This guide is primarily designed for councils who are planning to organise and carry out door-to-door canvassing (also referred to as doorstepping or</p>	

<p>doorknocking) to promote their recycling services and encourage residents to recycle. It is also valuable for local authorities that are contracting another organisation to run a campaign on their behalf as it is important to have an understanding of the whole process and what is involved.</p> <p>http://www.wrap.org.uk/content/resources-local-authority-communications</p>	
<p>Recycling Collections for Flats</p> <p>This guidance has been developed specifically to assist local authority officers to launch, manage and improve recycling and food waste collection schemes for blocks of flats.</p> <p>It can also be used by other individuals, organisations and partnerships with an interest in recycling services for flats.</p> <p>The guidance draws together and builds on lessons learned from the 2006 report Recycling for Flats commissioned by Defra (downloadable from the Waste Improvement Network), with subsequent research and experiences of local authorities.</p> <p>www.wrap.org.uk/flats</p>	
<p>WRAP guide to communicating with schools</p> <p>This guidance document is designed for local authority recycling officers and their communications teams and will provide practical guidance on planning and developing recycling communications for schools.</p> <p>www.wrap.org.uk/laschools</p>	
<p>Design of communications material</p> <p>This document gives basic and practical suggestions on the design of effective communications. These principles can be applied to collection calendars, leaflets, adverts and other campaign marketing communications.</p> <p>http://www.wrap.org.uk/content/resources-local-authority-communications</p>	
<p>Guidance on Developing Collection Calendars</p> <p>Kerbside collection calendars are an essential communication tool for most authorities, enabling them to provide essential information to householders about their waste and recycling services with instructions on how to participate. This document guides you through all the elements of putting together a clear and easy to understand calendar.</p> <p>http://www.wrap.org.uk/content/resources-local-authority-communications</p>	
<p>Printing processes explained</p> <p>The aim of this guide is to explain development process that you need to go through to commission promotional material for waste management services, whether you use an outside design agency or your own internal design team. It takes you through the development process from the initial concept for a promotional item through to the delivery of the final product and what happens</p>	

at all stages.

<http://www.wrap.org.uk/content/resources-local-authority-communications>



Indicative Cost Guide

This document aims to help when seeking prices for communications activities. There are many ways of communicating messages and you need to ensure you select the right mix for your campaign at a cost effective price. These indicative costs cover a wide range of goods and services and should help you obtain value for money.

<http://www.wrap.org.uk/content/resources-local-authority-communications>



Developing recycling and waste websites

This guidance document and web page review methodology has been developed as a result of requests for waste and recycling web page reviews from a number of London Boroughs to help ensure they provide relevant information about the services, make them easier to use and enhance the user experience.

An evaluation matrix was developed to assist with the review process, which systematically outlines essential information the recycling and waste web pages should contain.

<http://www.wrap.org.uk/content/resources-local-authority-communications>



Recycle Now Brand guidelines

A new set of brand guidelines for Recycle Now has been developed which explain how best to use the Recycle Now logos, icons, colours and artwork templates. The new guidelines are an amalgamation of the previous brand and partner guidelines, updated to be an easy-to-use and highly interactive document.

http://www.recyclenowpartners.org.uk/local_authorities/guidelines.html





Glossary

ACORN	ACORN stands for 'A Classification of Residential Neighbourhoods' and is widely used by UK local authorities. It is a system of geodemographic classification provided by the CACI company. ACORN categorises all 1.9 million UK postcodes into a system containing 56 types of household under 14 groups in five categories. See also CAMEO and MOSAIC.
Advertising	Advertising is any paid form of non-personal communication of ideas in the prime media – i.e. television, the press, posters, cinema and radio, the internet.
Advertising Value Equivalent (AVE)	Advertising value equivalent (AVE) is used to measure newspaper and magazine coverage other than advertising (e.g. editorial reports, photographs). AVE usually relates to PR work and is calculated by measuring the size of the item relating to the campaign and working out how much the equivalent advertising space would have cost.
Aims	An aim is a general statement of purpose or intention.
Analysis	This is the process of examining something with the aim of forming thoughts, opinions and judgements about it. For example, analysis can determine what impact a communications programme has had on achieving, or contributing to, the overall objectives.
Audience segment	An audience segment is a subgroup of people sharing one or more characteristics that cause them to have similar product, service or lifestyle needs. A true audience segment meets all of the following criteria: it is distinct from other segments (different segments have different needs); it is homogeneous within the segment (each segment exhibits common needs); it responds similarly to a given stimulus (such as a campaign message); and it can be reached by particular communication channels.
Audience segmentation	Audience segmentation is the process of dividing a varied and diverse range of people into smaller groups with broadly similar characteristics or needs that makes them distinct from other groups. See audience segment.
BME	The term, which stands for 'Black and Minority Ethnic', is commonly used to refer to those with Asian and African heritage. However, it can refer to any group whose country of origin, religion, cultural/social background and/or ethnicity places them outside of the white majority society within the UK.
Brand identity	A brand identity can be defined as the outward expression (name and visual appearance) of a product, service, company or campaign.
Brand personality	Brand personality is the assignment of human personality traits such as seriousness, warmth, or imagination to a brand. Brand personality is usually built through long-term marketing campaigns.
Brand promise	The brand promise is a statement from the brand owner to customers, which identifies what consumers should expect from all interactions with the brand. For recycling campaigns the brand promise means the recycling service being professional and reliable and that material collected will be recycled into something new.
CAMEO	CAMEO UK is an audience segmentation system that has been built at postcode level to accurately segment the British market into 57 distinct neighbourhood types and 10 key marketing segments. CAMEO was developed and is maintained by Eurodirect. See ACORN and MOSAIC.
Campaign activities	Campaign activities refer to the things done as part of a communications campaign to get your message to your target audience(s). For example, placing an advert in a particular local newspaper or running a campaign roadshow.
CATI	Acronym for Computer Assisted Telephone Interviewing, a technique used by many market research companies where questions are programmed into a computer and the

	answers entered by the interviewer as the interview takes place over the phone.
Citizens' panel	See Panel Survey

Citizen's jury	A citizen's jury is a group of ordinary people brought together to take part in deliberative decision-making processes. They are presented with evidence in order to come to an informed decision which can then become a component of an official decision. This is sometimes used in strategic decision making e.g. for deciding what kinds of waste processing infrastructure to procure. See panel survey.
Committed recycler	Committed recyclers are people who regard recycling as very important, will recycle even if it requires additional effort and recycle a lot or everything that can be recycled. WRAP has developed this measure to overcome problems with claimed behaviour. The 'committed recycler measure' tries to ascertain peoples' underlying attitude and commitment to recycling and can also measure the impact of changes to the scheme and communication campaigns by taking 'before and after' snapshots. It is an important measure and should be included in every survey questionnaire.
Communication Methods	Communication methods (also called communication channels) are the main means by which you can transmit one or more specific messages to a specific audience, for example advertising PR, direct marketing, community engagement, online and internal communications.
Communications campaign	A communications campaign is a series of planned communications activities designed to achieve certain objectives
Community engagement	Community engagement refers to the process by which organisations like local councils, charity or community groups and individuals build ongoing, permanent relationships in order to work together for the benefit of a community.
Consumers	This means individuals or households that use (ie consume) goods and services generated by the economy. It is a term widely used in marketing communications. Other terms used by local authorities which mean the same thing include: members of the public, residents, council tax payers, householders, customers, people etc.
Data analysis	The act of transforming the data that you have gathered with the aim of understanding what it tells you, extracting useful information and making conclusions.
Demographics	Demography is the statistical study of all populations. It covers the study of the size, structure and distribution of populations and changes in them in response to birth, migration, ageing and death. Commonly used demographics include race, age, income, disabilities, mobility (in terms of travel time to work or number of vehicles available), educational attainment, home ownership, employment status, and even location.
Desk and field research	Desk and field research are terms used to describe different ways research is carried out. Desk research (sometimes called secondary research) involves gathering data that already exists, either internally or from external sources such as the internet, library or from reports. Field research involves activities aimed at collecting primary (original or otherwise unavailable) data rather relying on published material. In marketing, it involves face-to-face interviewing, telephone and postal surveys, and direct observation.
Direct marketing	Any promotional material which directly reaches the consumer, without the use of intervening media. It is based on a direct one-to-one relationship between the advertiser and the customer. Direct marketing activities may include direct mail and email.
DMA	Direct Marketing Association.
Door drops/ leafleting	The process of delivering leaflets or other information to individual homes either via the mail service or dedicated leaflet distribution companies.
Door-to-door canvassing	Door-to-door canvassing (also referred to as doorstepping or doorknocking) is a form of direct marketing that involves face-to-face conversations with householders on their doorstep. It works best when it is used in specific areas and/or to target specific audiences.
Evaluation	Evaluation is the process of looking at something and coming to opinions and judgements about it and making recommendations based on those judgements. Evaluation factors for campaigns should ideally be pre-planned, with specific indicators of success built into each activity. Evaluation tends to be subjective and value laden and can only be carried out by someone who understands the context and local environment.

Feedback	This is an essential stage in which what you have learned about your campaign successes (or failures) is communicated to stakeholders and subsequently translated into future action where appropriate. It also refers to thanking your target audiences for their efforts and giving them information on how well they are doing.
Focus group	A focus group is a form of group discussion where a specific topic, for example understanding why some people do and don't recycle, is discussed in detail. It involves several participants (usually 6-8) and a facilitator or moderator. It is the group interaction that distinguishes it from other research methods and can be used not only with residents but also includes staff, contractors and crews.
Frequency	Frequency means the number of times the average person in the target audience will be exposed to the campaign message.
Gantt chart	A Gantt chart is a type of bar chart that illustrates a project schedule with start and finish dates and summary elements of the project. Gantt charts break down project activities into individual elements and show when they take place.
GIS	Geographic Information System
Geodemographics, Geodemographic segmentation, Geodemographic segmentation systems	The study and grouping of people in a geographic area according to socioeconomic criteria. Well known geodemographic segmentation systems in the UK are ACORN, CAMEO and MOSAIC.
Hard to engage audiences	These are sections of the population with whom it may be difficult to communicate the reason to participate in a recycling service and/or the practicalities of using it. Examples might include transient groups such as students or itinerant or seasonal workers. Language and literacy issues can arise if inappropriate communication routes are chosen.
Hard to reach audiences	These are sections of the population which are 'hard-to-reach' operationally. This may be due to their location or housing type e.g. high rise flats or an isolated rural area. The issues should be addressed at an early stage by consulting residents and designing an appropriate service. The services provided should be convenient to use and simple to communicate to the residents in question.
Integration	Integration involves co-ordinating the planning and delivery of a range of different communication activities so that they mutually support and enhance each other, making the whole greater than the sum of the individual parts.
Low participation area (LPA)	The term LPA is applied to geographic areas where there is a concentration of households, which, for whatever reason, participate less in the recycling service(s) provided than households in other areas of the authority. Low participation can cover a number of specific issues: <ul style="list-style-type: none"> ■ Low levels of participation in recycling services overall resulting in low tonnages collected ■ Low levels of participation in terms of range of materials collected resulting in low tonnages captured for some materials ■ Incorrect participation resulting in the wrong materials being presented and poor quality of recycle collected, this can lead to rejection of entire loads if contamination levels are high Low participation is a relative term. Performance may be low in relation to an authority's overall recycling performance or recycling/landfill targets.
Marketing	Marketing refers to the promotion of products & services. It tends to be seen as a creative industry, which includes advertising, distribution and selling. It is also concerned with anticipating the customers' future issues, needs and wants, which are often discovered through market research.
Market research	Market research is the process of systematically gathering, recording and analysing information about consumers or householders. Market research can be based on variables like age, gender, location and income level and used to determine which portion of the population will be receptive to a campaign message or logo or to look at people's issues and barriers to recycling.
Message	A campaign message is the communication of information through the combination of words, imagery and your tone of voice. Messages need to be simple, clear and personal.

Monitoring	Monitoring means regularly collecting the information through which you will judge your communications programme's success. It must be pre-planned (e.g. before you begin your campaign, you must have a system for collecting press cuttings and listening out for local radio coverage).
MOSAIC	A commercially available system developed by Experian for classifying all UK households and neighbourhoods into lifestyle types. It describes socio-economic and socio-cultural behaviour and provides a link between consumers and the areas in which they live. It classifies the UK population into 11 main socio-economic groups and, within this, 61 different types. See ACORN and CAMEO.
MPS	Mailing Preference Service - The Mailing Preference Service (MPS) is a free service set up 20 years ago and funded by the direct mail industry to enable consumers to have their names and home addresses in the UK removed from or added to lists used by the industry.
MRS	Market Research Society - the professional body for the market research industry. Information on market or social research can be found on the Market Research Society (MRS) website - http://www.mrs.org.uk .
Objectives	An objective is a clear statement of what you are planning to achieve, quantified and given a specific timescale.
Opportunities to See (OTS)	Opportunities to see (OTS) is a standard measurement used by the marketing/PR industry. It quantifies the number of people in a campaign's target audience who, for example, have the opportunity to see an article in the press or a billboard advert promoting a campaign message. OTS can therefore be used to assess the cost effectiveness of different types of media in terms of reaching the campaign audience.
Panel surveys	Often referred to as Citizens' Panels, they comprise a group (or panel) of residents who agree to complete a set number of surveys each year and volunteer to be asked to take part in other consultative processes. The main purpose of the survey is to gather satisfaction data for reporting against targets.
Penetration	A campaign's penetration is the percentage of the target audience that is reached by the campaign's messages.
PEST	A PEST analysis is framework for assessing the Political, Economic, Social, Technological, Legal, Environmental and Ethical implications of a project or campaign. It can help to identify potentially negative or positive issues that may impact on projects or campaigns.
Procurement/purchasing	This involves planning and negotiating how much you need to pay for a specific service or resource. The emphasis must always be on buying best value, not lowest cost.
Primary and secondary research	See desk and field research.
Public relations (PR)	Public relations (PR) is the management of communications and relationships to establish goodwill and mutual understanding between an organisation and its publics (audiences).
Qualitative ('Qual') research	Research that aims to seek views and gauge attitudes towards issues and/or services via group discussions and (in) depth interviews aimed at establishing respondents' attitudes, values, behaviour and beliefs e.g. if you want to know why people recycle or what their barriers are to recycling. Focus groups and elite interviews are both examples of qualitative research techniques.
Quantitative ('Quant') research	Use of sampling techniques (such as consumer surveys) whose findings may be expressed numerically and can be subject to mathematical (statistical) manipulation enabling the researcher to estimate (forecast) future events or quantities.
Reach	The reach of a campaign refers to the number of people in the target audience who are exposed to the campaign's messages.
Response	This means the number of people who respond directly to the campaign, e.g. by calling a freephone number to ask for an information pack.
SMART	This acronym is commonly referred to when writing objectives and stands for Specific, Measurable, Achievable, Relevant and Time-bounded.
Socio-demographic profiling	Any attempt to characterise the social and/or economic nature of an area or of individuals. This can then be used to ensure that a sample is representative and to make generalisations about different sectors of the population.
Social marketing	This is the application of commercial marketing concepts, knowledge, and techniques for non-commercial ends (such as campaigns against smoking or for recycling) for the

	society's welfare.
SRA	Social Research Association. The Social Research Association has produced a useful guide for those wanting to commission research. This can be downloaded at www.the-sra.org.uk/documents/pdfs/commissioning.pdf .
Stakeholders	Stakeholders include partners, allies, opinion formers, key decision makers and others (individuals and organisations) who need to be informed about your activities so they can support them.
SWOT	The SWOT analysis is a useful tool for understanding and decision-making for all sorts of situations in organisations. SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. The SWOT analysis headings provide a good framework for reviewing strategy, position and direction of an organisation.
Target audience	The group of people at which a campaign or message is aimed. A target audience can be people of a certain age group, gender, marital status, etc. (eg: teenagers, females, single people, men aged 20-30 etc.).
Tone of voice	Tone of voice is the way brands 'speak' to their audiences via the words and language used in communications. Recycle Now, for example, is designed to engage consumers with clear messages in a positive, warm and friendly tone of voice.
Visual Identity	Visual identity is the way an organisation (or a campaign) presents itself to both internal and external audiences. In general terms, a visual identity expresses the values, ambitions and characteristics of an organisation or campaign.
WasteDataFlow	This is a web-based system for quarterly reporting on municipal waste data by local authorities to central government. It is also used by the Environment Agency for monitoring biodegradable waste sent to landfill under the Landfill Allowance Trading Scheme.