FORMAL AND INFORMAL COMMUNICATION CHANNELS

GOVERNORATE OF QALYOUBIYA

Prepared for:
Governorate of Qalyoubiya, Egypt
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Prepared by:
Abt Associates Inc.
SCS Engineers
Community and Institutional Development
The Institute for Public-Private Partnerships

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<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>CDAs</td>
<td>community development associations</td>
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<tr>
<td>GOQ</td>
<td>Governorate of Qalyoubiya</td>
</tr>
<tr>
<td>NGOs</td>
<td>nongovernmental organizations</td>
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<tr>
<td>PACT</td>
<td>Public Awareness and Communications Team</td>
</tr>
<tr>
<td>RAP</td>
<td>Rapid Appraisal Procedure</td>
</tr>
<tr>
<td>SWM</td>
<td>Solid Waste Management</td>
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<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
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SECTION 1

SUMMARY

The purpose of this report is to summarize the formal and informal communication channels to be adopted to reach the audience segments identified for the project.

The audience segments were classified under the following two major categories:

- Stakeholders, which includes:
  - Top Governorate executive officials in the Governorate of Qalyoubiya (GOQ).
  - Elected members of the GOQ Local Popular Council and members of the local councils in the nine cities.
  - Representatives of political parties and workers’ unions.
  - Members of nongovernmental organizations (NGOs) active in the nine cities.
  - Religious leaders.
  - Education leaders
  - Youth leaders.

- Consumers of the new service in the nine cities which includes:
  - Home managers
  - School children.

Two qualitative formative research activities were designed and conducted to assess the knowledge, perceptions and practices related to solid waste management, for each group:

- A Rapid Appraisal Procedure (RAP) study focusing on stakeholders was conducted. It covered issues related to solid waste management at household level and workplaces as well as public cleanliness. The study covered the nine cities of the GOQ. The study discusses current concerns of stakeholders vis-à-vis environmental matters, solid waste management at household level and workplace, current knowledge about the new project, sources of information, and stakeholder suggestions for public awareness and sustained quality performance under the new project. The findings of this study are presented in a separate report.

- A Social Marketing Research study was conducted focusing on home managers and school age children across the GOQ. The study covered people’s perceptions of the severity of certain environmental problems, satisfaction level regarding current solid waste services, and likelihood of solving certain environmental problems.

The two studies highlighted specific issues and challenges of relevance to GOQ which are to be taken into consideration in the design of the communication strategy, these issues and challenges are:

- In the smaller cities of the GOQ, the boundaries between urban and rural areas are not well known to the public. An extra effort will be needed to inform residents in the urban service areas about the new program to avoid confusion.
• A considerable number of local leaders participating in the RAP stressed the need to address solid waste management and public cleaning in rural as well as in urban areas.

• During the RAP, several local leaders referred to successful Solid Waste Management (SWM) projects implemented in small towns in the GOQ. They advised about the need to learn from these successful experiences and maybe replicate them in small cities.

• The industrial city of Shobra El Kheima will require a special kind of intervention. The issues related to industrial waste are – in the minds of local leaders – associated with issues of public cleanliness.

• There is no specific television or radio channel targeting the GOQ. A special effort is to be made in order to reach GOQ citizens through national mass media channels.

In line with the findings and the major recommendations from the two studies, a communication plan is presented proposing formal and informal communication channels to reach each target audience segment:

• Top executive and elected government officials and community leaders (see Appendix A).

• Mass Media including press, radio and television, to be reached through the diverse channels. An intensive effort is to be made in order to draw media attention to the project in the GOQ as the same project is getting considerable coverage for GOC being the capital. Special emphasis should be made on the specificity of implementing the SWM in the GOQ. Some of these specific issues are:

  - The geographic boundaries of the governorate.
  - The geographic coverage of the new project being implemented in urban areas.
  - The project’s implementation in Shobra El Keima industrial city.

In order to achieve the above, the following formal and informal communication channels and activities are proposed:

- Periodic direct mail covering facts and figures about the new project.

- Field visits to specific locations such as recycling sites, newly upgraded garages and warehouses for the new project. These visits will provide mass media personnel with new items for their stories and will maintain the project high on the public and political agenda.

- Short seminars coupled with print materials containing up-to-date information on the new project. It is preferable to hold these gatherings for a small and select number of media professionals and to avoid lecture style seminars. This would give media representatives the opportunity to ask as many questions as they need to.
Local NGOs and Community Development Associations (CDAs). Some of these organizations were active in small scale SWM projects in villages and urban areas. It is important that those in charge of the new project take into consideration their previous experience and establish a solid dialogue with the NGOs to learn from their experience and involve them in the new project.

These organizations are community based and can play a critical role in generating confidence in the new project and promoting and monitoring related behavioral compliance. Community based gatherings will be an effective informal communication channel, so that members of NGOs interact with other community members and discuss specific issues pertaining to the implementation of the new project in their own community.

This will enable community leaders and members to make suggestions to improve compliance behaviors in their own community. It is worth considering compiling, in each district, a list of active CDAs to facilitate referral and contact.

Religious Leaders:

- The GOQ Directorate of Preaching within the Waqf Ministry is the most efficient channel to reach the vast majority of Imams in mosques.

- A prototype Friday sermon focusing on cleanliness and health could be developed under the auspices of Waqf directorate and communicated to all religious leaders in the nine cities, asking them to dedicate a segment in the Friday prayer to cleanliness.

- The Christian religious leaders in the cities can be reached through the bishoprics of the specific areas. One-on-one meetings with religious leaders are an important informal communication channel as they enable discussion on implementation issues specific to the community they serve.

School Teachers:

- The Education Directorate in each district, as well as education directorate in the GOQ, are the formal communication channels to reach school teachers.

- Engaging schools in award schemes and mini projects to benefit the school and the community are also an effective communication channel.

- Linking school-based cleanliness activities to environmental curriculum may increase interest of both teachers and students. It will accelerate implementation of the various activities and award schemes.

Youth Leaders:

- The GOQ possesses a network of more than 30 youth centers and clubs. The youth centers are under the direct supervision of the Youth and Sports Directorate. The clubs are parts of NGOs established in factories and industrial
establishments. Both youth centers and youth clubs participate in planned sports and social tournaments.

- These activities are effective informal communication channel in reaching youth leaders. Additionally, youth centers usually possess open space and flexible working hours that accommodate hosting community meetings.

• Home Makers:

- The findings of the two studies confirmed that public service announcements broadcasted during prime time are the most effective means to reach homemakers of various socio-economic groups.

- A special effort must be exerted to reach GOQ citizen through the conventional national television channels, as there is no specific television channel addressing GOQ.

- Outreach interviews are also effective.

- Friday and Sunday reminder messages by religious leaders are also accepted communication channels for homemakers.

- Promotional materials such as stickers, magnets, trash cans, wall calendars and leaflets are important to promote the new project, increase acceptance of it and remind the public of behavioral compliance.
APPENDIX A

FINAL TECHNICAL MEMORANDUM

PLAN OF ACTION
COMMUNICATION AND AWARENESS PLAN
FOR POLICY MAKERS, MEDIA AND STAKEHOLDERS

SOLID WASTE MANAGEMENT AND PUBLIC CLEANING PROJECT
GOVERNORATE OF QALYOUBIYA

INTRODUCTION

The Governorate of Qalyoubiya (GOQ) anticipates preparing a Communication Plan for Public Awareness and Education to orient and sensitize decision makers and stakeholders about the new Solid Waste Management and Public Cleaning project. This plan will also serve as a preparatory phase to educate the public and to promote positive practices relative to proper disposal of solid waste and environmental cleanliness.

This technical memorandum focuses on creating an enabling environment for the new project in the GOQ through a series of activities targeting policy makers, stakeholders and local leaders of GOQ. They are identified as follows:

- Senior executives at governorate level.
- Members of the local elected council at the governorate level and at the city local.
- Local community leaders and public figures from active nongovernmental organizations (NGOs), community development associations (CDAs), and youth and religious organizations.
- Parliamentarians, leaders of workers unions, and representatives of political parties.

Before the compilation of this plan, a Rapid Appraisal Assessment (RAP) was conducted covering the nine cities of the GOQ. The RAP helped identify the current knowledge, practices and perceptions of the local leaders relevant to Solid Waste Management (SWM), as well as their perceptions of new projects, their suggestions, and their willingness to support the public education activities of the new project. The findings of RAP provided the basis for designing this communication and awareness plan.

OBJECTIVES OF THE COMMUNICATION PLAN

Two main objectives underline the communication plan proposed for the GOQ.

- Inform and sensitize senior level officials and elected members of the local councils at governorate and city levels. Information dissemination will be comprehensive and cover all facts and aspects of the new SWM project. Sensitization should lead
to enlisting the support of these stakeholders, and should ensure effective coordination between governmental offices and civil society for the success of the project. It is estimated that one hundred and fifty (150) senior level officials and members of the local councils will be reached directly through the planned events.

- Orient and enlist the support of leaders from NGOs, CDAs, workers’ unions, key representatives of political parties, youth and religious leaders on the components of the new SWM project. Elaboration on means and methods to initiate active public participation in the nine cities of the GOQ will also be explored with local leaders. The estimated number of local leaders to be reached directly through planned activities is two hundred (200).

PHASES, ACTIVITIES AND OUTPUTS

This Communication and Awareness Plan will be implemented in three phases:

- Preparatory Phase,
- Intensive Phase, and
- Verification Phase.

Activities of each phase are described below:

**Preparatory Phase**

The preparatory phase includes gathering and organizing relevant information. This information is then produced in formats suitable for sharing with, and dissemination to, stakeholders in the GOQ. The following activities will be implemented during this phase

- Design of a power point presentation (PPP) covering all aspects of the project. This will be the primary tool used for a comprehensive overview of the project during the various orientation meetings and workshops.

- Compilation, design, and production of a Fact Sheet about the project. This Fact Sheet will be addressed to stakeholders and opinion leaders and will solicit their support for the new project. It will include some detailed information and will ensure consistency and equity in making all knowledge accessible to all opinion leaders. This Fact Sheet is to be distributed during the Governor’s planned meetings as spelled out in the intensive phase, and later through direct distribution by the Public Awareness and Communications Team (PACT). Approximately one thousand (1,000) copies will be produced.

- Compilation, design, pre-testing and production of a flyer for opinion leaders and leaders of workers’ unions of Shobra El Kheima. This flyer will discuss the SWM issues pertaining to this large industrial city. It will also seek the support of workers’ union leaders.

- Development, testing and production of a simple **recto verso** (one page, two sides) flyer about the services of the new project in GOQ and the desired practices at the household and street levels. Large quantities will be given to community leaders for
distribution at meetings with the public in their cities. The PACT will be entrusted for bulk distribution to leaders and during neighborhood events. The SWM contractor is encouraged to reprint and distribute it in the nine cities benefiting from the new SWM project.

The Intensive Phase

This phase includes a series of mobilization meetings for decision makers, opinion leaders, and local community leaders. These will be convened by the Governor. A specific sequence and order of priorities for the various events is to be observed to ensure effective organization and dissemination. The sequence starts with top level policy makers of the GOQ. Activities targeted to middle level executives will follow. The trickle-down effect of this sequence will ensure smooth dissemination of information and support of those concerned. The following main activities will take place:

- A meeting convened by the Governor for the chairmen, deputies, and members of the GOQ Local Popular Council and the GOQ Secretary General. The Governor will make a presentation of the new project and will discuss with them all components of the new project.

- A meeting convened by the Governor for the GOQ Executive Council, including all senior executives and representatives of central government, chamber of commerce, syndicates, and workers’ unions.

- A meeting presided over by the Governor in Shubra El Kheima industrial city. The City Local Council and social and political figures will be invited to participate.

- A series of five one-on-one media interviews organized for the Governor with key media people from the press and television.

- One mini-seminar for mass media professionals covering environmental, local administration, family, and other related topics. Annex B presents an overview of the workshop agenda. The PACT will be invited to observe and participate in this event.

- Organizing of a series of eight mini-meetings, one in each of the other eight cities, for NGOs, CDAs, religious leaders, and education and youth leaders.

Some four to five hundred (400 to 500) participants will be reached directly through the above events during this phase.

The Verification Phase

In order to maintain sustainability and to monitor feedback and outputs of the various communication events, the GOQ PACT will:

- Monitor the outputs of the previous events with special emphasis on the mini-meetings held in the nine cities.
• Organize additional neighborhood meetings based on feedback from previous activities.

• Distribute the Fact Sheet to all concerned in government and civil society leaders through the official communication channels of the GOQ.

• Distribute the one-sheet flyer addressed to the public at large.

There will be an overlap and synchronization between the activities of the intensive and verification phases.
ANNEX A: TIME LINES FOR THE THREE PHASES

**Preparatory Phase**

<table>
<thead>
<tr>
<th>Activities</th>
<th>Month 1</th>
<th>Month 2</th>
<th>Month 3</th>
</tr>
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<tr>
<td>Design of a Power Point Presentation (PPP).</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Development, design, and production of a Fact Sheet for opinion leaders.</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Development, design, pre-testing, and production of Shobra El Kheima flyer.</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Development, design, pre-testing, and production of flyers for the public at large.</td>
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</table>
**Intensive Phase**

<table>
<thead>
<tr>
<th>Activities</th>
<th>Month 4</th>
<th>Month 5</th>
<th>Month 6</th>
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<tbody>
<tr>
<td>Governor’s meeting with GOQ Local Leaders</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Governor’s meeting with GOQ Executive Councils</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Governor’s meeting in Shobra El Kheima.</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Series of 5 one-on-one Media Interviews.</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Mini workshop for mass media.</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Eight mini meetings.</td>
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### Verification Phase

<table>
<thead>
<tr>
<th>Activities of PACT</th>
<th>Month 5</th>
<th>Month 6</th>
<th>Month 7</th>
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<tbody>
<tr>
<td>Monitoring outputs of cities meetings.</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Neighborhood meetings and activities.</td>
<td></td>
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<td>X</td>
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<tr>
<td>Distribution of Fact Sheets.</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Distribution of flyer.</td>
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ANNEX B
Prototype of mini workshops for Mass Media and meetings with Local Leaders in nine cities

<table>
<thead>
<tr>
<th>Session</th>
<th>Contents</th>
<th>Method</th>
<th>Support materials</th>
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<tbody>
<tr>
<td>First session</td>
<td>- Introducing objectives of the workshop.</td>
<td>Questions and Answers</td>
<td>- Power Point Presentation (PPP).</td>
</tr>
<tr>
<td></td>
<td>- What is new in the project</td>
<td></td>
<td>- Fact Sheets</td>
</tr>
<tr>
<td></td>
<td>Second session</td>
<td></td>
<td>- Flyers</td>
</tr>
<tr>
<td></td>
<td>- Issues raised by beneficiaries perspectives</td>
<td>Open discussion with reference to GOQ RAP findings</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Third session</td>
<td>participants’ suggestions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Role of local leaders in delivering messages to the public</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Closing session</td>
<td></td>
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