

ESP, Communication in Environmental Management (CEM) Component

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The Danish Environmental Sector Program Support (ESPS) is a long term (six years) cooperation program implemented in close cooperation with the Egyptian Environmental Affairs Agency (EEAA) and other relevant authorities. Assistance under the ESPS is provided through 7 components, one of which is the CEM (Communication for Environmental Management) component.

The design of the CEM Component has been developed to disseminate environmental information; thus supporting the priority environmental strategies of the EEAA, and to enhance the awareness of the environmental issues and the capacity of the decision makers and implementers in the EEAA, governorates, and industrial sectors.

One of the main crosscutting issues in the overall ESP objectives is to support gender issues and poverty alleviation. With respect to the CEM Component, this can be directly achieved by supporting vulnerable groups by communication and training support to the EMUs, NGOs and local communities and indirectly by making environmental information available at all levels of the Egyptian society.

Within the Egyptian policy framework, the component contributes towards the implementation of Law 4/94 for the protection of the environment; support to institutional capacity development in EEAA, its RBOs and EMUs and support to sustainable environmental management systems.

CEM COMPONENT STRUCTURE

Even though the CEM component is an independent component, the scope of the work of the CEM can to a higher degree be characterized as “Cross componential”. Thus the CEM will cooperate and support the other components according to agreed demands and as stated in the CEM annual work plan.

The CEM Component is organized according to the diagram presented in Figure 1.

This organization follows the sector program document, the CEM component description as of March 2000 and the Egyptian – Danish government agreement on the parties’ mutual contributions as concerns the staffing of the component.

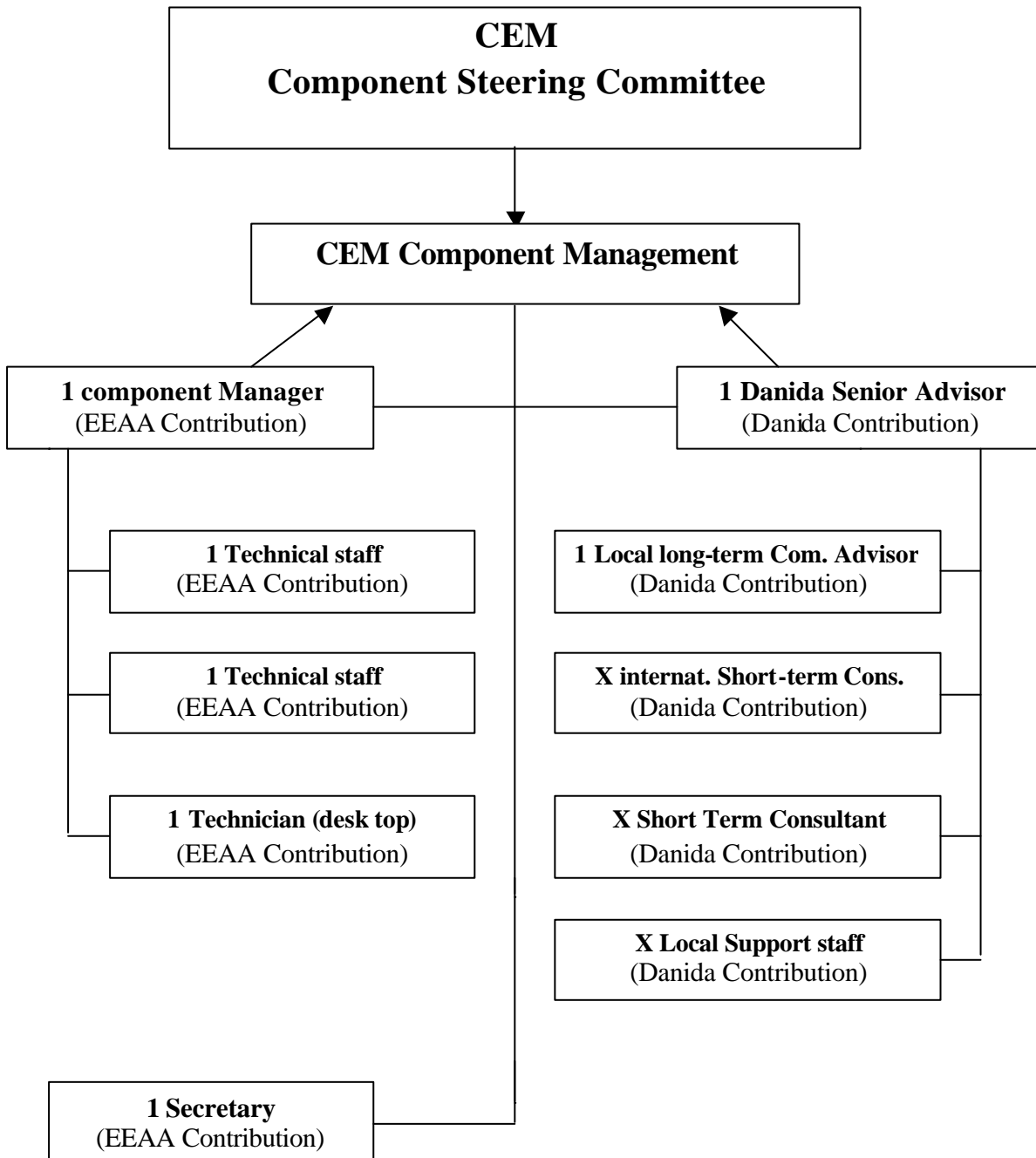


Figure 1

CEM Component Structure

CEM COMPONENT OBJECTIVES AND OUTPUTS

The CEM component provides support and services to the program as a whole, as well as building capability in education and awareness raising within EEAA.

The specific character of the CEM – a demand driven service provider, means that management by objectives is a more relevant approach than management by outputs.

However, to meet the two immediate objectives, nine outputs will be produced. Being a demand driven service provider to both EEAA, the components of ESP – and more stakeholders – the specific CEM outputs cannot be described in details, though all outputs should be in full compliance with the two CEM objectives. Accordingly and as a follow up to the recommendation from the JASR 2003 the CEM outputs has been made more open to reflect the true character of the component.

The design of the Communication for Environmental Management component has been developed to meet the below mentioned objectives.

Immediate objectives

1. Dissemination of environmental information to support the priority environmental strategies of the EEAA, EMUs and other partner stakeholders.
2. Enhancing the awareness of environmental issues and the capacity of decision-makers and implementers in the EEAA, governorates, and industrial sectors.

Major outputs

The outputs presented below have been slightly modified as a follow up to a recommendation from the Joint Annual Sector Review(JASR) 2003.

Objective no. 1 concerns mainly production of communication products, whereas Objective no. 2 mainly concerns capacity building.

Output 1.1-1.5 mainly deals with production of demanded communication products as respond to meet objective no.1.

Output 2.1-2.4 mainly deals with training and capacity building of EEAA, ESP staff and other relevant stakeholders.

In support of objective no. 1 the following outputs will be produced:

1.1 A EEAA communication strategy and action plan developed and implemented

1.2 A EEAA strategy and action plan for environmental education in the educational sector produced and implemented

1.3 10 communication packages(at least) targeting decision makers produced, according to identified demands of the other ESP components, technical EEAA departments, and EMUs.

1.4 Communication products and activities produced, according to the demand of the other ESP components, technical EEAA departments, and EMUs in two Governorates.

1.5 Financial strategy for EEAA and EMU environmental communication programmes developed and implemented

In support of objective no. 2 the following outputs will be produced:

2.1 Decision makers trained to use environmental information and messages for environmental management.

2.2 Training packages in communication methodologies/desk top publishing produced, targeting relevant EEAA and EMU personnel, or other identified stakeholders

2.3 Relevant staff of EEAA, ESP components, and EMUs, NGOs/CDAs, and selected industries in two Governorates trained to use environmental communication

2.4 NGOs, CDAs and other relevant stakeholders supported in producing environmental communication

Implementation Strategy

The overall implementation strategy is based on the following principles:

- That the communication support activities will be focused on raising awareness both with the public and with partner organisations. This awareness raising will be implemented through the development of appropriate media packages, training support materials, and training activities.
- That the communication-support activities provided through CEM will be based on the communication, awareness, and training needs identified by the other ESP components, the technical departments of EEAA, the EMUs, and other significant stakeholders.
- That capacity development in the Communication staff in EEAA will be a key output of the component. This capacity development will be based on the initiatives developed under EETP, and will strengthen the in-house capacity to prioritise, plan, and budget a communication support strategy. This will include developing skills in researching and defining messages, production design techniques, pre-testing messages and methods, impact monitoring, etc. Technical production requirements, such video and TV production, will be out-sourced. The management of these contractual arrangements will also be a key focus of the capacity development.
- That the development of media and training packages will be compatible with the participatory planning and community-based management strategies being employed in the EMG and ACI components. Training support activities will be designed to assist the EMG and ACI components develop capacity in these approaches.

- That cost-effectiveness and cost-recovery are key guiding principles in the design of the communication-support activities. Studies will be undertaken to assess the feasibility of soft sponsorship, and assist the EEAA, governorates, and industry develop appropriate financial strategies.
- That a poverty orientation and gender sensitive approach will be a central feature of the communication-support activities. To support this approach, relevant socio-economic studies on environmental management with selected target groups will be undertaken.

Component implementation will be located in the relevant EEAA department, the Central Department of Environmental Communication and Awareness, CDECA, however, only one of two departments within EEAA that has responsibilities in this area. The EEAA Information and Computer Centre will be important contributor in terms of the collection and dissemination of environmental data. Other contributors to the component include the EMUs in two Governorates, national NGOs, and local networks of NGOs and CDAs in the identified Governorates for the ESP.

The component will support the restructuring and rationalisation of the EEAA with regard to arrangements for collection, processing and communication of environmental information. The aim will be to create a pool of expertise large enough to incorporate the experience gained into its institutional memory.

If this can be achieved, the techniques and tools developed during component implementation will be employed and further elaborated long after completion of the ESP. In addition, the component has been designed to foster collaboration between EEAA and the governorates.

The component will develop capacity in the EEAA Communication Department and other relevant departments to organize and manage the production of the multi-media and training packages. CDECA staff will, for example, be trained in message design (including the conducting of knowledge, attitude, and practice studies), basic production techniques, material testing, and impact monitoring and evaluation. This will provide a foundation for commissioning and managing the out-sourcing of the actual production of the media packages, in particular the technical production activities, such as television production, graphic design, etc.

Cross Cutting Issues

With regard to poverty reduction and cross-cutting issues, the component is expected to directly support vulnerable groups by communication and training support to the EMUs, NGOs and local communities and indirectly by making environmental information available at all levels of the Egyptian society.

The component has strong potential for adopting a gender sensitive approach, by designing communication materials targeting men as well as women according to their specific needs.

The component is expected to support vulnerable communities and groups directly by supporting environmental management activities in the governorates. Through the GEAP process, information will be provided to decision-makers and implementers in the EMUs, NGOs, and other partner organizations that work with local communities. Support will also be provided

indirectly to vulnerable communities and groups by making environmental information available at all levels of the Egyptian society.

At the governorate level, the component, through its support to the EMG component, strengthens poor people's access to information and knowledge. This is expected to encourage participation in environmental management at the community level. Recent studies by the Egyptian Government, on the impact of education and awareness raising efforts, support this assumption. The studies indicate that people, especially poor people, nowadays have improved access to skills outside the context of family. Figures from the Human Development Index, published in 1996, indicate an increase in 'primary intake of education' from nearly 69 percent in 1960 to over 100 percent in 1994¹. The improved intake of education applies as much to women as to men, and to both primary and secondary enrolment ratios. Therefore, the CEM component and the EMG component together have strong potential for promoting gender sensitive approaches, by designing communication materials targeting men as well as women.

The education materials, which are currently available for rural and uneducated people, are not as effective as they could be. The Communication for Environmental Management component will pay special attention to involving the rural and uneducated part of the population by designing communication programs that refer more to experiences in the daily life of the target groups.

The parallel support provided by the component to decision makers and implementers is expected to have a positive impact on good governance by supporting transparency and sharing of knowledge in the decision making process.

Support to decision makers will be provided through capacity development activities, which will enable them to take decisions based on sound environmental information.

Decision makers should, through the component, be provided with necessary environmental information, messages, and tools such as talking points, coaching, and briefings prior to public appearances, in order to support their communication responsibilities. The information and tools will be made available from:

- the databases presently being developed at the EEAA Information and Computer Centre, and through the Egyptian Environmental Information System project;
- the ESP component "Environmental Information and Monitoring Systems" which is feeding information into the data base being developed in the EEAA Information and Computer Centre;
- environmental messages developed by the technical departments in EEAA;
- the ESP components "Monitoring and Managing Shore Protection Activities" (SPA); "Environmental Management in the Governorates" (EMG) and "Achieving Compliance in Industry" (ACI).
- universities; and research institutions

The component also supports public participation by providing environmental information to NGOs and CDAs. The component will in this way contribute to capacity development within NGOs and CDAs. This is expected to improve their understanding of their rights and give them

improved access to resources and knowledge necessary to take action. Public participation activities have already been initiated by NGOs, such as Care Egypt, NGOs active in the cement industry in Ain Helwan, and the NGO involved in activities relating to the KIMA factory in Aswan. The component will, prior to developing communication products for NGOs and CDAs, conduct in-depth needs assessments.

CEM ACHIEVEMENTS AND PLANNED ACTIVITIES

CEM Achievements June 2002-June 2003

1	Support to media coverage of conference on Nature Protection	Clippings, videotapes and cassettes with interviews and spots.
2	CDECA/CEM Staff trained in media support	Staff know the relevant medias to cooperate with in the future
3	Technical assistance in support of the ACI component on producing a Presentation pamphlet	ToR produced Meetings held Tender Evaluation report Brochure produced
4	Technical Assistance to the ACI on preparing a Communication strategy	ACI communication strategy produced
5	Technical Assistance to ACI on producing a second updated Presentation pamphlet	ToR produced Meetings held Tender Procedure initiated
6	Training of Staff	UK training ongoing Media contact Training in report writing arranged
No	Issue	Indicator
7	Initial steps on preparation of a EEAA Newsletter to support communication in EEAA environmental management	ToR prepared Meeting with EEAA and donors held Process ongoing
8	Meetings and coordination with other Donors	Minutes from meetings Agreement on future cooperation
9	Support to NGO activities in Heliopolis	TV shirts produced Report on support in prep.
10	Meeting with NGOs in Beni Suef on future cooperation – also with the EMG	Minutes Project ideas prepared
11	Meeting with NGOs, TV station, donors etc. in Aswan on future cooperation – also with the EMG	Minutes Project ideas prepared
12	Identify communication needs in all departments of EEAA	<ul style="list-style-type: none"> • 28 questionnaires received. • Report on analysis of results of questionnaires produced.
13	Arrange Workshop on EEAA communications needs. To be held on 5- 7. March 2003 in Alexandria.	<ul style="list-style-type: none"> • Workshop program prepared • Invitation sent to EEAA managers • Agreements with hotel • Contract with facilitator • Contract with University professor, Dean of Faculty of Mass Communication
14	Pilot project on Research on Environmental Awareness among students of two universities in Cairo.	<ul style="list-style-type: none"> • Contract with Media and Research Consulting Company signed and initiated. • Report received
15	Multimedia package: Project on series of 26 Radio programs in 4 thematic fields.	<ul style="list-style-type: none"> • ToR prepared
16	Support to ESP programme component EMG. Media support to Conference on National Solid Waste Management held in Aswan.	<ul style="list-style-type: none"> • Project on Component support prepared • Signed agreement on specific support to conference • Clippings from the conference
17	Media support and on job-training of CDECA staff in relation to National conference on Gender issues	<ul style="list-style-type: none"> • Clippings from the conference
18	Support to ESP component ACI in getting a media/ communication consultant to support the component	<ul style="list-style-type: none"> • ToR prepared • Tender planned
19	Multimedia package: Awareness raising of the value of the Wadi Degla Nature	<ul style="list-style-type: none"> • Draft ToR prepared

No	Issue	Indicator
23	Fellowship	<ul style="list-style-type: none"> •One CEM staff appointed by Danida to join the Fellowship in spring 2003 •Two staff members passed TOEFL test – Certificates
24	Support to ESP component SPA in getting a media/communication consultant to support the component	<ul style="list-style-type: none"> •Agreement on CEM support to layout and designing SPA guidelines entered.
25	Support to ESP component EIMP in getting a media/communication consultant to support the component	<ul style="list-style-type: none"> •Initial and first meeting on future cooperation held.
26	Training in prep. of Work plans for CDECA	<ul style="list-style-type: none"> •Annual Work plans for the students awareness and the public awareness department produced
27	Support to EEAA in the opening of Saint Katherine protectorate visitors' center	<ul style="list-style-type: none"> •Brochures produced •Manuals produced •Posters produced
28	EEAA newsletter.	<ul style="list-style-type: none"> •ToR produced and updated •CDECA staff member assigned responsible for it •Information for first issue topics being gathered
29	Journalist Trips.	<ul style="list-style-type: none"> •CDECA staff assigned responsible for organizing the trips •Staff and journalists introduced to Qaroun lake and Wadi El Rayan protected areas •CDECA staff trained on writing reports for the trips. •Clips from newspapers written by journalists attending those trips
30	Multimedia package: Project on series of 26 Radio programs in 4 thematic fields.	<ul style="list-style-type: none"> •ToR sent to three specialized companies •two offers received •Evaluation report
31	Support to ESP programme component EMG.	<ul style="list-style-type: none"> •Minutes of meeting between CEM and EMG components •EMG communication needs identified •EMG brochure being produced •Visit to Aswan
32	Support to ESP component ACI in getting a media/ communication consultant to support the component	<ul style="list-style-type: none"> •Three CVs for media consultants sent to ACI management •Interviews held by both components' management •Media Consultant hired •Consultations and support to ACI media consultants
33	Training to RBOs members on Communication in EEAA	<ul style="list-style-type: none"> •Lecture on health and environment given by CEM Long Term Consultant and Danida

	Advisor
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No	Activity	Indicator
34	Preparation for printed material on New Plantations in Egypt	•ToR outlined
35	Multimedia package: Awareness raising of the value of the Wadi Degla Nature Protectorate.	<ul style="list-style-type: none"> •Initial activities with the nature protectorate department started •Draft text to brochure and photos prepared •Identification of possible involvement of local school in project •Meeting with responsible manager
36	Training of CDECA staff	<ul style="list-style-type: none"> •11 staff member follow English classes •6 CDECA staff members assigned to attend a training workshop on media development •CEM/CDECA staff trained on how to use digital camera
37	Staff trained to write project proposals	•Two EEAA communication staff have prepares proposals for environmental communication activities (to be undertaken in next reporting period)

CEM Planned Activities July 2003- June 2004

Taking into consideration that the character of the CEM component, as a demand driven service provider, is different from other ESP components. In many ways this component is more dependent on a direct demand from other stakeholders.

The CEM is a service provider on a demand driven basis. Thus management by output is not always the most optimal way to manage and monitor this component. Management by objectives seems much more relevant to this component. (This finding was very much agreed with the annual sector review 2003). Thus in the future much more emphasis will be put on this issue in the reporting.

The table below presents an overview of activities in line with the original CEM objectives. It contains outputs that are demanded by the EEAA or other CEM stakeholders. The activities in the table do not all have the same wording as used in the AWP.

Obj, No	Activity	Description	Output
1	Develop an EEAA communication strategy	<p>At present EEAA does not have a strategy or a frame for external and internal communication.</p> <p>The CEM initiated a process of identifying communication needs of EEAA in March 2003. At the</p>	A EEAA communication strategy and action plan

Obj, No	Activity	Description	Output
		same time EEAA will by. 1. June 2003 finalize the work on a five year strategic plan. To coordinate communication issues in this plan the same consultant will make a turnkey project on preparing the communication strategy	
1	An information campaign on three new plantations	New plantation is one of the highest priorities in EEAA. The activities will be developed to raise awareness of decision makers, NGOs and the public in general. Among the activities will be production of a booklet, 3 maquettes, trips with lectures for journalists/NGOs	<ul style="list-style-type: none"> • Booklet • Brochure • Field visits • Maquette
1,2	Environmental trips for journalists	The CEM will plan a series of trips for a selected number of journalist, to show new or other relevant activities within the environmental sector	<ul style="list-style-type: none"> • Briefing notes made by the CEM staff • Clippings from the newspapers
1	Awareness raising of the Wadi Degla nature protectorate	This activity will include a series of activities targeting various stakeholders of the Egyptian society. A new visitors center will open in late autumn 2003. Many different stakeholders use the Wadi, but at the moment no information is available. The project will include training of pupils and cooperation with NGOs	<ul style="list-style-type: none"> • Booklet • Brochure • Film/CD • Activities • Training materials
1	Develop a mobile exhibition to display the activities of EEAA	EEAA arrange or is involved in many exhibitions and a need to develop new information materials for these occasions are demanded	<ul style="list-style-type: none"> • A mobile exhibition with posters • Brochure on EEAA
2	A EEAA Newsletter	As part of the EEAA communication strategy process a need to increase internal communication in EEAA was identified from 98% of the EEAA managers	<ul style="list-style-type: none"> • Periodical newsletter produced
1,2	Support to all ESP components on demand	<ul style="list-style-type: none"> • EMG: Nile cruise campaign, training materials for pupils, 	<ul style="list-style-type: none"> • According to demands

Obj, No	Activity	Description	Output
		<p>presentation brochure, support on demand</p> <ul style="list-style-type: none"> • ACI: support on demand • DEM: support on demand • PSU: support on demand • EIMP: support on demand 	
1	Prepare an environmental education strategy and products	This activity will include preparation of various kinds of training materials for students	<ul style="list-style-type: none"> • Training materials • Training sessions
2	Training Study tour to Denmark	Appr. 15 decision makers will be trained in using environmental tools to increase environmental tools to raise awareness	<ul style="list-style-type: none"> • Training materials
1	EEAA Video Conference	Make a feasibility study on establishing a Video Conference for EEAA	Video Conference System established
1	Support to Cairo House	Support establishing a Multi Media lab in Cairo house	Multi media Lab established
1	Prepare and implement a financial strategy for environmental communication	The CEM will, as a part of the communication strategy process take steps to develop a financial strategy	A financial strategy

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DISCLAIMER

The opinions and conclusions stated in this paper are those of the authors and do not necessarily represent those of DANIDA, EEAA, or any of the consulting organizations associated with the implementation of ESP.

REFERENCES

- 1- Sector Programme Support, Danish Support to Environmental Sector (Egypt) documents, Danish Ministry of Foreign Affairs (DANIDA), March 2000.
- 2- Joint Annual Sector Review (JASR) report, April 2003

Acronyms and Abbreviations

ACI	Achieving (Cost Effective) Compliance in Industry (component of the ESP)
A.R.E	Arab Republic of Egypt
AWP	Annual Work Plan
CAIP	Cairo Air Improvement Project (USAID)
CAPMAS	Central Agency for Public Mobilisation and Statistics
CBO	Community Based Organisation (NGO mainly working on local/district basis)
CDBA	Central Department of Branches Affairs (part of EEAA)
CDA	Community Development Association (NGO mainly working on local/district basis)
CDE	Capacity Development in the Environment
CDECA	Central Department for Environmental Communication and Awareness (of the EEAA)
CDNC	Central Department for Nature Conservation (of the EEAA)
CEDAW	Convention on Elimination of All Forms of Discrimination Against Women
CEM	Communication for Environmental Management (Component of the ESP)
CEO	Chief Executive Officer
CIDA	Canadian International Development Assistance
CM	Component Manager (in EEAA)
CSC	Component Steering Committee
CV	Curriculum Vitae
CZM	Coastal Zone Management
Danida	Danish International Development Assistance
DEM	Decentralised Environmental Management (component of the ESP)
DKK	Danish Kroner (Danish Currency)
DSA	Danida Senior Advisor
EEAA	Egyptian Environmental Affairs Agency
EEPP	Egyptian Environmental Policy Programme (USAID)
EFY	Egyptian Fiscal Year (1. July – 30. June)
EGP	Egyptian Pound
EIA	Environmental Impact Assessment
EMG	Environmental Management in the Governorates (component of the ESP)

EMS	Environmental Management Sector (of the EEAA)
EMU	Environmental Management Unit (administrative unit of a governorate dealing with environmental issues)
EPAP	Environmental Pollution Abatement Project (Finnida)
EPF	Environmental Protection Fund
EQS	Environmental Quality Sector (of the EEAA)
ESP	Environmental Sector Programme (Danida support to the environment sector)
ESP CC	ESP Co-ordination Committee
FIDIC	Fédération Internationale des Ingénieurs-Conseils (International Federation of Consulting Engineers)
GC&F RBO	Greater Cairo & Fayoum Regional Branch Office
GDP&F	General Department of Planning and Follow-up (of the EEAA)
GEAP	Governorate Environmental Action Plan
GIS	Geographic Information System
GoE	Government of Egypt
HRD	Human Resources Development
IR	Inception Report
IT	Information technology
LE	Egyptian Pound
LFA	Logical Framework Approach
MSEA	Ministry/Minister of State for Environmental Affairs
NEAP	National Environmental Action Plan
NGO	Non-governmental Organisation
OECD	Organisation for Economic Co-operation and Development
OP	Operational Procedure (used synonymous with SOP)
OSP	Organisation Support Programme (Danida supported component; completed)
PD	Project Document
PM	Procedures Manual
PSU	Programme Support Unit
RBO	Regional Branch Office
RDE	Royal Danish Embassy
SOP	Standard Operational Procedure
TA	Technical Assistance
ToR	Terms of Reference
USD	U.S. Dollar
WP	Work Plan