

Final Component Description

Communication for Environmental Management

Environmental Sector Programme Support

Egypt

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COMPONENT DESCRIPTION

COVER PAGE

Country	: Egypt
Sector	: Environment
Title of SPS Document	: Environmental Sector Support Programme, Egypt
Title of Component	: Communication for Environmental Management (CEM)
National Agency	: Egyptian Environmental Affairs Agency
Duration	: 6 years
Starting Date	: 1 January 2001
Overall Budget Frame	: 19,6 million DKK (Approx. 2,63 million USD)

Description

The programme support to environmental communication will be carried out under the Communication for Environmental Management (CEM) component. The CEM component will be anchored in the Egyptian Environmental Affairs Agency (EEAA) Central Department for Environmental Communication and Awareness (CDECA) with the possibility to involve other EEAA communication personnel, and departments, involved in environmental communication.

The component will act as a service-providing component to the Sector Programme Support (SPS) programme and key environmental stakeholders in Egypt. The CEM component will assist in the interpretation and dissemination of environmental information and EEAA environmental messages. The CEM will ensure that information is available to decision makers at all levels, and that messages are appropriately targeted to relevant stakeholders in the non-government organisation sector, communities, and industry. The component will also support mobilisation of local participation in environmental management in two governorates to develop well-trained and educated people in the field of environmental management.

The role of EEAA will be to gather and distribute focused knowledge to key environmental stakeholders in the form of experience, methods, and tools. The component will assist the EEAA in producing communication strategies, concepts, idea catalogues, and messages with the local staff and decision makers in the Environmental Management Units (EMUs); non-government organisations (NGOs), and Community Development Associations (CDAs) so that communication products are relevant to their immediate needs. By providing this communication-support service, it is intended that the local units will take ownership of the final materials and presented as their own.

The CEM component will provide training support, in terms of assisting with the design of training activities and training materials for other SPS components, in particular the Environmental Management in the Governorates (EMG) and Achieving Compliance in Industry (ACI) components. Particular attention will be given to supporting the implementation of the Governorate Environmental Action Planning (GEAP) process in the two governorates, and to the public awareness raising activities related to the showcase projects.

The environmental information and technical messages will primarily be provided by the components of the SPS and other EEAA activities. The implementation strategy for the component will be a demand driven strategy responding to communication needs from the other SPS components, EEAA technical departments, and EMUs in two Governorates. Finally, the component will develop a sustainable financial strategy involving soft sponsoring from other sources, including the private sector.

Signatures:

TABLE OF CONTENTS

Map

List of Abbreviations

Executive Summary

i

1 INTRODUCTION.....	1
1.1 STATUS OF COMPONENT DEVELOPMENT	2
1.2 OUTCOME OF IDENTIFICATION STUDIES.....	2
1.3 POVERTY REDUCTION AND CROSS CUTTING ISSUES	3
1.4 CRITICAL ASSUMPTIONS	4
2 VISIONS, OPPORTUNITES AND BARRIERS.....	7
2.1 NATIONAL AND GOVERNORATE ENVIRONMENTAL OBJECTIVES	7
2.2 VISION OF THE COMPONENT	7
2.3 OBJECTIVES	8
2.4 WINDOWS OF OPPORTUNITY FOR DANIDA INVOLVEMENT	8
2.5 PRIMARY STAKEHOLDERS	9
2.6 INSTITUTIONAL CAPACITY DEVELOPMENT	9
2.7 SUSTAINABILITY OF THE COMPONENT	10
2.8 OBSTACLES BARRIERS AND RISKS	10
3 GOVERNMENT MANAGEMENT AND INPUTS	13
3.1 NATIONAL MANAGEMENT	13
3.1.1 <i>Background</i>	13
3.1.2 <i>Support to the Component</i>	15
4 LOGICAL FRAMEWORK ANALYSIS OF THE COMPONENT	17
4.1 DEVELOPMENT OBJECTIVE	17
4.2 LOGICAL FRAMEWORK	17
4.3 IMPLEMENTATION STRATEGY	20
4.4 BUDGET	20
4.5 ASSUMPTIONS, RISKS AND PRECONDITIONS	21
4.6 LOGICAL FRAMEWORK MATRIX	21
5 IMPEMENATION PROCEDURES.....	29
5.1 ORGANISATION, MANAGEMENT AND ADMINISTRATION	29
5.2 MONITORING AND REVIEW, REPORTING AND EVALUATION	29
5.3 COMPONENT IMPLEMENTATION PLAN	29

ANNEXES

Annex 1:	Implementation Plan
Annex 2:	Detailed Budget
Annex 3:	Organogram
Annex 4:	Job Descriptions

LIST OF ABBREVIATIONS

ACI	Achieving Compliance in Industry
CDA	Community Development Association
CDECA	Central Department for Environmental Communication and Awareness
CEM	Communication for Environmental Management
CEO	Chief Executive Officer
Danida	Danish Development Assistance
EEAA	Egyptian Environmental Affairs Agency
EETP	Environmental Education and Training Programme
EMG	Environmental Management in the Governorates
EMU	Environmental Management Unit
ESPS	Environmental Sector Programme Support
FEI	Federation of Egyptian Industries
FINIDA	Finish Development Assistance
GEAP	Governorate Environmental Action Planning
GOE	Government of Egypt
NGO	Non Governmental Organisation
OSP	Organisational Support Programme
PR	Public Relations
SPS	Sector Programme Support
STEEAA	Support to Egyptian Environmental Affairs Agency
UNDP	United Nations Development Programme

EXECUTIVE SUMMARY

Aim of the ESPS

The overall objective of the ESPS is to contribute to the efforts of the Egyptian government within the environmental sector. In particular to improving environmental conditions, developing environmental management capacity of institutions, and providing frameworks for compliance with environmental regulations. This will be achieved by establishing effective implementation of environmental management and improvement activities at the local level. The EEAA's strategy for regionalisation of its services and functions will be supported. Programmes within the targeted governorates will be supported, including institutional development, environmental remediation of hotspots, knowledge creation, awareness raising, and technology transfer. Assistance under the ESPS will be provided through a number of programme components each of which targets a specific element of a clearly expressed Government of Egypt priority.

Component objectives and outputs

The design of the Communication for Environmental Management component has been developed since the first outline was drafted during the Identification Mission in December 1998. Following the Preparation Mission in January/February 1999, it was decided to focus on communication only, and to consider university programmes and primary education as windows of opportunities in a long term perspective.

The Identification and Preparatory Phases resulted firstly in the decision that the CEM component will be part of the support to EEAA, and secondly, the formulation of the following development objective, two immediate objectives, and major outputs to be guaranteed by the CEM component. These objectives and outputs were reviewed and finalised in the Appraisal Mission in January 2000.

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

- Relevant EEAA and EMU staff trained in appropriate communication methodologies and desk-top publishing.
- In support of the other SPS components, technical EEAA departments, and EMUs, at least 10 multi-media packages targeting decision makers produced. Each media package may embrace several media, such as television programmes and spots, peer-based workshops, and booklets.

- Decision makers trained to use environmental information and messages for environmental management.
- Financial strategy for EEAA and EMU environmental communication programmes developed and implemented.
- In support of the other SPS components, technical EEAA departments, and EMUs in two Governorates, multi-media and training packages produced, which will support the GEAP process and which target NGOs/CDAs, local communities, and selected industries. Each multi-media package may include, for example, radio programmes, cartoon posters, and training of local opinion leaders.
- In support of the other SPS components, technical EEAA departments, and EMUs, NGOs/CDAs, local communities, and selected industries in two Governorates capacitated to use environmental information and messages for environmental management.

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 CEM component's communication-support activities in the governorates will be closely linked to the GEAP process, and will strengthen poor peoples right to information and knowledge. The showcase projects, which the CEM component will support, are expected to encourage participation in environmental management.

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 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.

This component provides support and services to the programme as a whole, as well as building capability in education and awareness raising within EEAA. The budgeted cost of this component is DKK 19.6 million, and over half of this is allocated to the development of education and dissemination materials and demonstration projects. The budget does not include funding for long-term Danida advisors. The advisors will be directly funded by Danida.

1 INTRODUCTION

The Environmental Protection Law No. 4 of 1994 provides the overall framework for the operations of the Egyptian Environmental Affairs Agency (EEAA) and for the environmental sector in Egypt. Chapter 2, Article 5, of the Law sets out EEAA's responsibilities in the context of gathering and dissemination of environmental information:

“Collection and publication of national and international information related to the environment on a periodical basis in co-operation with information centres of other agencies. It shall evaluate and utilise updated information in environmental management and planning.”

A subsequent paragraph states that the EEAA shall participate in:

“Preparation of programmes for environmental education of the public and co-operation in their implementation.”

The EEAA has been going through a long and intensive development process since the Law was passed by the Egyptian Parliament in 1994. In the 1999 publication ‘Ministry of State for Environmental Affairs - Summary Profile of Initiatives 1998-1999’, issued in February 1999, the field of environmental communication and awareness receives special attention. The publication outlines four major challenges for the EEAA in the light of its environmental information services:

- support to decision makers to formulate and implement timely and appropriate environmental policies;
- improvement of the technical ability of key Egyptian Environmental Affairs Agency staff to fulfil the requirements of the Environmental Protection Law 4/94;
- promotion of formal and non-formal environmental education;
- strengthening of environmental awareness among the public.

Based on discussions with EEAA the Communication for Environmental Management component focus has been designed to support the EEAA in fulfilling its tasks in the following two key areas: a) support to decision makers, and b) strengthening of environmental awareness among the public. The support should assist the EEAA in strengthening the current institutional situation to ensure co-ordination and absorption of communication initiatives. It should also assist in removing a significant barrier to effective environmental communication in Egypt by improving the availability of reliable baseline data and increasing awareness to the priorities of decision makers.

Component implementation will be anchored in the EEAA Central Department for Environmental Communication and Awareness (CDECA); one of the five line departments of EEAA reporting to the Chief Executive Officer (CEO). This is, however, only one of two departments within EEAA that has responsibilities in this area. The EEAA Information and Computer Centre will be an important contributor in

terms of the collection and dissemination of environmental data. The functions of the two departments are described in Section 3.1.

1.1 Status of Component Development

A first outline for the component was drafted during the Identification Mission in December 1998. The outcome of that mission was a component with a focus on environmental training, education and awareness raising. The Identification Mission opened a possibility to include university curriculum development into the component. However, following the Preparation Mission in January/February 1999, it was decided to focus on communication only and to consider university programmes and primary education as windows of opportunity in a long-term perspective. This decision was made because, in this way, the component responds more strongly to the overall intention of the SPS to support the process of decentralisation of environmental management by the EEAA. The Appraisal Mission in January 2000 concluded that capacity development in selected communities in Aswan and Beni Suef Governorates, which was included in the Draft CEM component as immediate objective 2, would be more appropriate under the EMG component. Accordingly, the Appraisal Mission adjusted the two components.

1.2 Outcome of Identification Studies

The Preparation Mission concluded that the component should be designed to meet communication needs identified in the context of other SPS components. Thus, particular attention will be given to the needs identified during implementation of the component 'Environmental Management in the Governorates' and 'Achieving Compliance in Industry'.

In addition, the Preparatory Mission proposed an approach where communication programmes are developed centrally but implemented locally. The Appraisal Mission concluded that whilst it is important to make use of commonly accepted and centrally controlled communication channels, such as the national television, the use of local networks and structures is equally important. The latter are expected to be most effective in involving the population in environmental activities, and in raising awareness of environmental issues and changing attitudes and behaviour. This approach is supported by findings of Egyptian communication surveys, which point out that the national agenda is set by the large, nationwide media, but that centrally controlled communication is one-way and indirect and does generally not result in desired changes in the population's attitude and behaviour.

In fact, discussions with EEAA staff, NGOs and other key stakeholders during the Preparation Mission resulted in the conclusion that people's behaviour can best be influenced through direct dialogue via local networks. Consequently, the component also aims to involve the local level for achieving local involvement and commitment to improving the environment. Local networks can be established through locally based institutions, such as EMUs, NGOs and CDAs.

This approach complements the approaches outlined in the EMG and ACI components. In the EMG component the focus is on the GEAP process, to which the CEM will

provide communication and training support. As the EMG component emphasises the use of participatory planning and community-based management, the implementation of this approach will require low-key, popular communication methods, with a strong emphasis on face-to-face communication. Whilst the CEM component will continue to provide communication support to the EMG, the outputs, activities and inputs specifically related to the EMG component is accordingly placed directly under this component. In the ACI component steps will be taken to identify information needs in selected industrial sectors. The CEM component will, again, provide communication-support to the ACI component in meeting these information needs.

Thus, the CEM component will have responsibility for producing central produced multi-media packages, and for working with the governorate EMUs, NGOs/CDAs, and selected industries to develop participatory communication packages for use at the local level. The former will focus on messages and strategies of national interest, informing the public at large, and supporting the actions of decision makers. The latter will support the GEAP process, and contribute to developing community management approaches to environmental management.

1.3 Poverty Reduction and Cross Cutting Issues

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 organisations 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 programmes that refer more to experiences in the daily life of the target groups.

⁽¹⁾ The figure of higher than 100 percent for the primary intake in 1994 relates to the fact that some students fail and are enrolled twice.

The parallel support provided by the component to decision makers, as well as NGOs/CDAs and local communities, 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 will, 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 SPS 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 SPS component “Monitoring and Managing Shore Protection Activities”;
- universities; and
- the SPS components: “Environmental Management in the Governorates” and “Achieving Compliance in Industry”.

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.

1.4 Critical Assumptions

Implementation of the proposed component Communication for Environmental Management is based on a number of assumptions - the most critical ones are as follows:

- Presently, there is too few professionally qualified staff in the CDECA to manage the component effectively or to sustain and develop momentum after the support is finished. Although the need to improve staff qualifications and management capabilities is a strong argument for implementation of the CEM component, there is a risk that EEAA will fail to recruit sufficient staff or that suitable applicants will not be attracted to the position. The risk will be partly mitigated through the CEM component as it increases the demand for qualified staff, and as it provides more interesting work opportunities. It remains a critical assumption that this will indeed result in attracting and retaining more qualified staff at EEAA.

- A second critical assumption is that there will be continued government willingness to encourage and facilitate the activities of environmental NGOs and CDAs. There is a risk that, if these organisations begin to be seen as being too demanding of the establishment or critical of public sector bodies, their freedom of action and access to funds may be curtailed.
- A final critical assumption is that the EMUs, NGOs and CDAs situated in the two selected governorates respond positively towards collaboration with the EEAA.

2 VISIONS, OPPORTUNITES AND BARRIERS

2.1 National and Governorate Environmental Objectives

The Environmental Objectives and Policy Directives issued in August 1998 by the Egyptian Minister for the Environment and EEAA explicitly stress the challenges of:

“Establishing a skilled and trained human resource base in the field of environmental management.”

“Changing public behaviour and attitudes towards the environment.”

In response to these challenges the same document outlines policy directives aimed at fostering partnerships, promoting co-ordination and collaborative between different segments of the society, and supporting institutional capacity development in the Egyptian Environmental Affairs Agency, its regional branch offices, and EMUs in 26 governorates.

In view of the priorities outlined above, the EEAA Department for Environmental Communication and Awareness (CDECA) is presently preparing a strategy, involving four areas of action:

1. definition of the role of the CDECA in respect of Law 4/94 and the State Ministry of Environmental Affairs;
2. establishment of specific goals for public awareness, environmental education and environmental training;
3. outputs for public awareness, environmental education and environmental training; and
4. work plans for defined outputs.

At the Governorate level, Beni Suef and Aswan Governorates have each established an EMU. The situation is described in detail in the component Description for the component “Environmental Management in the Governorates”. In the context of this component, the governorates see a need for education and communication activities. Among the institutional arrangements proposed by the Aswan Governorate is the establishment of a communication unit within the EMU and to link up with CDAs, and with the existing Nile Centre and the Aswan Information Centre¹.

2.2 Vision of the Component

The component will support EEAA communication initiatives by developing showcases on how to develop environmental messages. Close partnerships with environmental journalists and media professionals will be built, and communication strategies, concepts,

¹ No information from Beni Suef governorate in relation to such an arrangement was available to the Appraisal Mission.

and idea catalogues will be developed, that feed directly into EEAA policy guidelines. This will build on the initiatives started in the Danida funded Environmental Education and Training Project.

To overcome restricted access to information and decision makers, the component has been designed both to provide a service to the officials already working with Danida through other SPS components, and to likewise receive support from them. Thus, Danida will, through this component, provide materials to meet demands generated during the implementation of other components, while simultaneously receiving data for message development generated by those components.

2.3 Objectives

Within the Egyptian policy framework the component contributes towards: (a) the implementation of Law 4/94 for the protection of the environment; (b) support to institutional capacity development in the Egyptian Environmental Affairs Agency, its RBOs and EMUs in 26 Governorates and (c) support to sustainable environmental management systems.

The component also addresses the problem identified in relation to environmental awareness in the document: *“Ministry of State for Environmental Affairs - Summary Profile of Initiatives, 1998-1999”*, issued in February 1999. Two of the four areas outlined in the problem identification were: (a) “To help decision makers formulate and implement timely and appropriate environmental policies.” and (b) “To promote environmental awareness among the public.”

2.4 Windows of Opportunity for Danida Involvement

The component offers, if starting at the planned time, the opportunity to refine and support implementation of key elements of the EEAA communication strategy. Danida has been involved in support to the CDECA, through the Environmental Education and Training Programme (EETP). The EETP ended in December 1999, but the CEM component can help to ensure continuity and further development of Danida support to this part of the environment sector.

At the governorate level, there is an opportunity for improved management capacity at all levels within the field of communication programmes. Starting with the renewed emphasis of the policy directives in late 1998, actively encouraged both by the EEAA and their constituents, and supported by donors such as the UK Department for International Development (DFID), the governorates are beginning to set up EMUs. The opportunity now exists for Danida to assist in the initial configuration, staffing and development strategy of the new EMUs. However, some governorates are still hesitating to establish EMUs. Given that the CEM component will provide communication support activities to the EMUs, it will provide useful inputs in to setting an example of how they should proceed to create an efficient, sustainable and highly effective institution. The showcases in two Governorates implemented through the EMG component will be instrumental in demonstrating how communication activities can be developed.

In Aswan in particular, Danida's past funding of a GEAP can be used as a springboard for more wide ranging activities. At the same time, other components can support the evolution of EEAA's decentralisation strategy and help shape the working relationship of the centre and the governorates. If this balance is correctly drawn from the start, the mutual benefits will be maximised and the potential for duplication and institutional rivalry will be avoided. For instance, the close co-ordination and collaboration between the 'Environmental Management in the Governorates', 'Achieving Compliance in Industry', and the CEM components provides good opportunities for the development of a sustainable financial strategy essentially based on soft sponsorship agreements with the private sector.

Finally, in a long-term perspective, there may be opportunities to set up, or support, formal and non-formal programmes on environmental issues for primary schools and, eventually, universities.

2.5 Primary Stakeholders

There are six groups of key stakeholders in the component that will each benefit from the component activities:

- EEAA decision-makers and the staff of the Central Department for Environmental Communication and Awareness;
- partners of the other components, such as the FEI, the Shore Protection Authority, and workers employed in industries adopting cleaner technology programmes;
- Governorate staff (including decision makers);
- national NGO networks;
- NGOs and CDAs in two Governorates; and
- poor people in the communities of two Governorates.

2.6 Institutional Capacity Development

Component implementation will be anchored in the relevant EEAA department, the Central Department of Environmental Communication and Awareness. CDECA, however, is 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 SPS.

Furthermore, other donor funded programmes run environmental awareness activities. Currently, they include the National Environmental Action Plan, partly sponsored by UNDP; the USAID funded Cairo Air Improvement Project; the FINNIDA funded Egyptian Pollution Abatement Project now attached to the EEAA Industrial Compliance Unit; and the DfID funded SEAM Project, concerned with the development of Governorate Environmental Action Plans.

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 SPS. In addition, the component has been designed to foster collaboration between EEAA and the governorates.

The component will develop capacity in CDECA to organise 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.

2.7 Sustainability of the Component

Through the creation of a pool of expertise, the techniques and tools developed during component implementation can be employed and further elaborated long after completion of the SPS. There is also potential for replication of the CEM communication-support activities in other Governorates, particularly as there will be a focus on low cost communication methods.

Communication support to the EMUs and NGOs/CDAs, in collaboration with the EMG component, will help to strengthen and sustain the GEAP process. This will be further augmented through the identification of windows of opportunity for local NGOs.

Financial sustainability for national media coverage will be secured through the development of a financing strategy involving soft sponsorships from other sources, including the private sector. A financial strategy might also comprise the possibility for EEAA and EMUs selling communication products and services. With the FEI as a partner in the SPS, good opportunities to establish soft sponsorships from the private sector are anticipated.

Internationally, soft sponsoring from the private sector has been successful in the sense that it has been possible for the public sector and NGOs to collaborate effectively with the private sector. Based on previous experience in Egypt and discussions with local and regional production houses, this type of funding is considered to be feasible.

2.8 Obstacles, Barriers and Risks

A major obstacle to effective implementation of the component is the existing lack of co-ordination between the EEAA and the various partners at the Governorate level. The establishment of EMUs in the two target governorates, i.e. Aswan and Beni Suef, will help to strengthen this relationship. Whilst the EMG component will take the lead in

helping to consolidate this working relationship, the CEM component will play an important supportive role.

A significant barrier regarding environmental communication in Egypt is the limited access to reliable environmental information and the general lack of awareness regarding the priorities of environmental decision-makers. The component responds to these barriers by providing a service to the other SPS components as well as to key stakeholders in the EEAA. It is expected that the other SPS components will contribute significantly to the provision of environmental information, such as information on industrial compliance with Law 4/94, solid waste management problems at the Governorate and community level, and problems related to shore protection. Furthermore, other donor projects in EEAA, such as the EEIS project, are helping EEAA improve the flow of information.

Another obstacle, as perceived by the EEAA, is the potential gap between the Environmental Education and Training Programme, funded by Danida, which ended in December 1999, and the start of the SPS. The gap might create a situation where the momentum built up by the EETP will be lost and the junior staff recruited will have to work for the present without formal technical courses and on-the-job-training. The majority of staff in CDECA has less than five years experience, and ensuring that they receive the appropriate support and training is essential to EEAA achieving its communication and public awareness goals. It is, therefore, seen as crucial that the start date of 1 January 2001 is adhered to.

A key part of the CEM component is targeting decision-makers, and enhancing their capacity to utilise environmental information and data. Senior management in the EEAA, and in the governorates, are few, and many demands are made on their time. Whilst the goals of the CEM component may be perceived as important by EEAA management, it will not necessarily be given priority in terms of their time availability. The challenge will be to make information available in a form that is immediately useable to decision-makers, thus winning their acceptance and support for further initiatives.

3 GOVERNMENT MANAGEMENT AND INPUTS

3.1 National Management

3.1.1 Background

The national organisation of communication for environmental management, in short environmental communication, is anchored in the EEAA itself, within two departments: the Central Department for Environmental Communication and Awareness, and the Information & Computer Centre.

In the future, decentralised environmental management the EMUs in the Governorates will also play a role in the organisational set up for environmental communication.

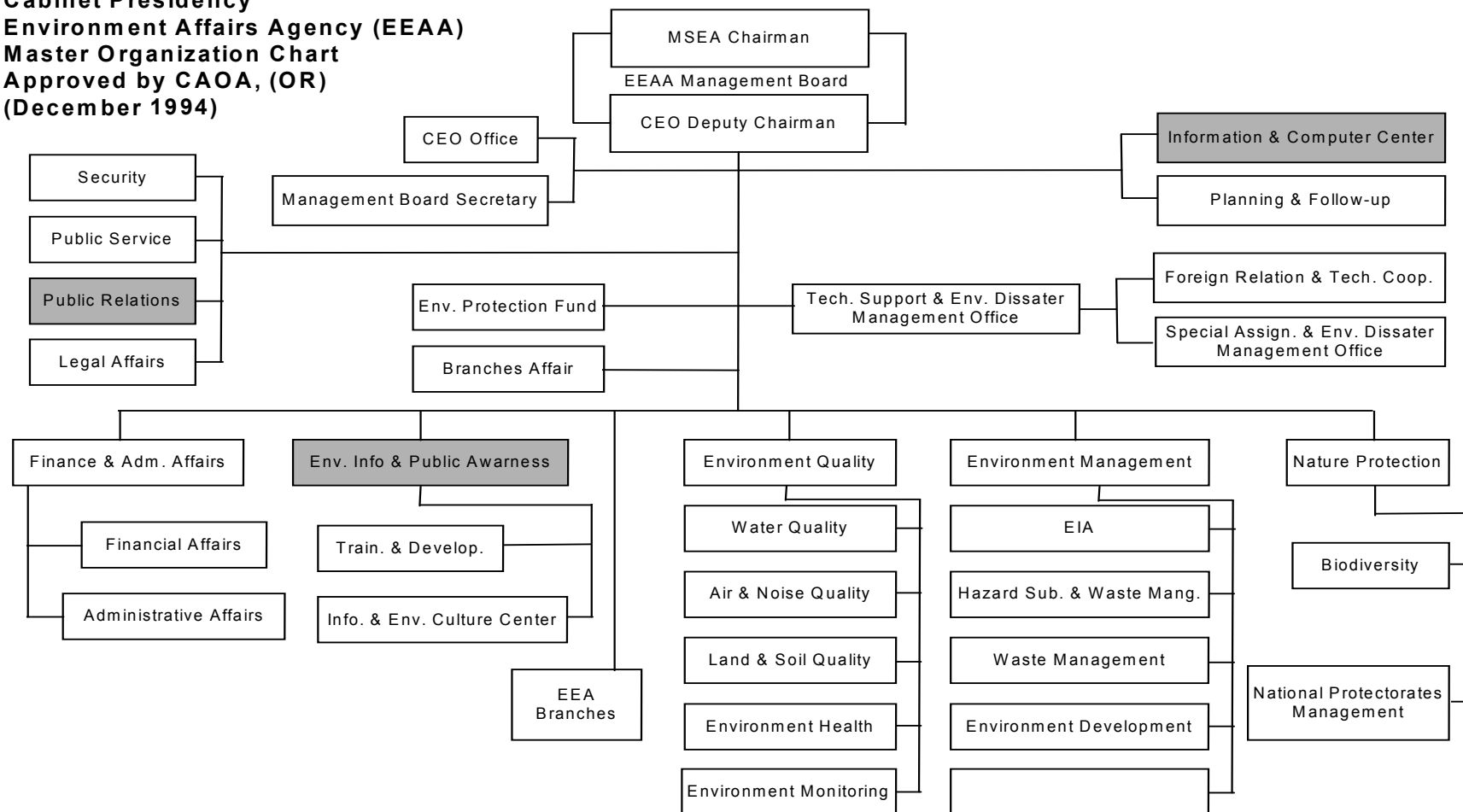
Figure 3.1 provides an overview of the management structure of the EEAA. The figure shows the organisational position of CDECA (called: *Env. Info & Public Awareness*), and the Information & Computer Centre. Some caution should be observed in interpreting the organisational chart, because some departments are still to be established, and there may be revisions to the organisation structure based on an ongoing evaluation of lessons learned since 1994.

Figure 3.1. shows that CDECA reports to the CEO, just like any other technical department. The Information & Computer Centre also reports to the CEO, but are organisationally situated closer to the CEO and to the Minister for Environment.

The “*Egyptian Environmental Affairs Agency Organisational and Functional Structure. Part 1. EEAA Organisation Structure Components and Main General Organisation Functional Roles*”, issued in July 1995, did, in fact, define three departments with communication responsibilities. These were:

- *Information and Computer Centre*. General Functional Role: Establishment of the environmental information systems, relating to providing hardware and software facilities, and maintaining and developing them to be able to process and analyse environmental information and disseminate the reports to all concerned.
- *Public Relations*. General Functional Role: maintaining and managing good relations between EEAA and its staff on the one hand and the concerned public on the other, improving its image, and providing publications on its achievements and projects in environmental protection against pollution.

**Cabinet Presidency
Environment Affairs Agency (EEAA)
Master Organization Chart
Approved by CAO, (OR)
(December 1994)**



*Figure 3.1: Cabinet Presidency. Egyptian Environmental Affairs Agency (EEAA). Master Organisation Chart.
Approved by CAO,*

(OR).

- *Central Department for Environmental Information and Public Awareness.* (presently called: Central Department for Environmental Communication and Awareness). General Functional Role: a) development of public awareness campaigns of environmental protection issues, through different media; b) integrating environmental awareness programmes in different public education programmes; c) preparation and follow-up of internal and external training programmes and activities.”

The definition of the roles and responsibilities of the three units have led to overlap and created some confusion in the daily work of the Agency. In response, an EEAA communication strategy, including further definition of the organisational structure for its implementation, was developed by the EETP, OSP, EEAA, with the assistance of relevant donor funded projects operating within the Agency. One outcome is the merging of the Department of Public Relations with CDECA. Anchoring the CEM component in the CDECA provides the possibility of involving other EEAA departments in environmental communication activities.

3.1.2 Government contribution to the component

The Government of Egypt will support the component by providing a minimum of:

- A component Partner Director based in EEAA: he or she should have a Bachelor’s degree in communication, journalism, or social science and at least ten years of related experience; or a higher degree (M.Sc. or Ph.D.) in one of the above disciplines and five years of experience;
- two technical staff members who should have Bachelor’s degrees in a social science discipline and five years of related experience;
- a technician specialised in desktop publishing, a secretary in EEAA with appropriate secondary school diplomas; and
- office space for four people in EEAA with desks, chairs and telephones.

4 LOGICAL FRAMEWORK ANALYSIS OF THE COMPONENT

4.1 Objectives of the Component

The immediate objectives of the component are:

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

4.2 Logical Framework

The logical framework provided in Figure 4.1 proposes immediate objectives, outputs, activities, and inputs for the CEM component:

Figure 4.1 Logical Framework. Communication for Environmental Management

IMMEDIATE OBJECTIVES	OUTPUTS	ACTIVITY OUTLINE	INPUTS
1. Dissemination of environmental information to support the priority environmental strategies of the EEAA, EMUs, and other partner stakeholders.	<p>1.1 Relevant EEAA and EMU staff trained in communication methodologies and desk top publishing.</p> <p>1.2 In support of the other SPS components, technical EEAA departments, and EMUs, at least 10 media packages targeting decision makers produced. Each media package may embrace several productions, like TV programmes and spots, peer-based workshops, and booklets.</p> <p>1.3 Decision makers capacitated to use environmental information and messages for environmental management.</p> <p>1.4 Financial strategy for EEAA and EMU environmental communication programmes developed and implemented.</p>	<p>1.1.1 Carry out staff selection, training needs assessments, and training.</p> <p>1.1.2 Purchase equipment.</p> <p>1.1.3 Develop management systems for communication activities, and reporting.</p> <p>1.2.1 Identify national, local, and other SPS component priorities.</p> <p>1.2.2 Based on identified priorities, collect and interpret environmental information and messages for decision makers and relevant EEAA and EMU staff.</p> <p>1.2.3 Carry out target group studies.</p> <p>1.2.4 Develop at least 10 media packages to communicate the information and messages provided by the other SPS components, EEAA and key stakeholders.</p> <p>1.3.1 Identify decision makers to participate in capacity development and training.</p> <p>1.3.2 Assist in refining media packages according to the local situation of the identified target groups.</p> <p>1.3.3 Test media packages by implementation of demonstration projects.</p> <p>1.4.1 Develop strategy including soft sponsorship agreements with the private sector and pricing of communication services from the EEAA and EMUs.</p> <p>1.4.2 Implement strategy.</p>	<p>GOE contribution</p> <p>(i) A Component Partner based in EEAA CDECA.</p> <p>(ii) Two technical staff members.</p> <p>(iii) A technician specialised in desk top publishing.</p> <p>(iv) A secretary.</p> <p>(v) Office space for five people in EEAA with desks, chairs and telephones.</p> <p>Danida input</p> <p>(i) Danida adviser to the Central Department of Environmental Communication and Awareness.</p> <p>(ii) Short-term specialists for training (national and international).</p> <p>(iii) Short-term specialists for development of formats and communication materials (national and international).</p> <p>(iv) Equipment (video, scanner, computers, and a vehicle).</p> <p>(v) Funds for production of at least 10 media packages.</p> <p>(vi) Funds to organise workshops.</p> <p>(vii) Funds for demonstration projects and NGO Window.</p>

IMMEDIATE OBJECTIVES	OUTPUTS	ACTIVITY OUTLINE	INPUTS
2. Enhancing the awareness of environmental issues and the capacity of decision-makers and implementers in the EEAA, governorates, and industrial sectors.	<p>2.1 In support of the other SPS components, technical EEAA departments, and EMUs in two governorates, at least 10 media packages targeting NGOs/CDAs, local communities, and selected industries produced. Each media packages may comprehend radio programmes, cartoon posters, and training of local opinion leaders.</p> <p>2.2 In support of the other SPS components, technical EEAA departments, and EMUs, NGOs/CDAs, local communities, and selected industries in two Governorates capacitated to use environmental information and messages for environmental management.</p> <p>2.3 A NGO window for funding of relevant NGO activities that are not covered by the Environmental Management in the Governorate Component established.</p>	<p>2.1.1 Identify EEAA priorities in two Governorates, and for the other SPS components.</p> <p>2.1.2 Based on identified priorities assist SPS partners in the collection and interpretation of environmental information and messages for NGOs/CDAs, local communities, and selected industries in two Governorates.</p> <p>2.1.3 Assist SPS partners to carry out gender specific and poverty sensitive target group studies.</p> <p>2.1.4 Develop at least 10 media packages in cooperation with SPS partners to communicate information and messages provided by other SPS components, EEAA, and key stakeholders.</p> <p>2.2.1 Assist SPS partners in the identification of NGOs/CDAs, local communities, and selected industries to participate in capacity development activities and training.</p> <p>2.2.2 Assist in refining media packages according to the local situation and the identified target groups.</p> <p>2.2.3 Test media packages by implementation of demonstration projects.</p> <p>2.3.1 Set-up gender sensitive and poverty oriented criteria for support to NGO activities.</p> <p>2.3.2 Review NGO candidates for funding.</p> <p>2.3.3 Provide funding.</p>	

4.3 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 SPS components, the technical departments of EEAA, the EMUs, and other significant stakeholders involved in the implementation of the SPS.
- That capacity development in the CDECA 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 CDECA, 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.

4.4 Budget

This component provides support and services to the programme as a whole, as well as building capability in education and awareness raising within EEAA. The budgeted cost of this component is DKK 19.6 million, and over half of this is allocated to the development of education and dissemination materials and demonstration projects. The budget does not include funding for long-term Danida advisors. The advisors will be directly funded by Danida.

The breakdown of the budget is provided in Annex 2.

4.5 Assumptions, Risks and Preconditions

Major risks and critical assumptions are listed in the Logical Framework Matrix provided in Figure 4.2.

Implementation of this component does not depend on inputs from third parties or substantial initial investment from the government. The following factors constitute the only potentially significant risks identified during project preparation.

- The institutional relationship between the central EEAA and the governorates is uncertain. Although both sides are generally committed to improving the situation, the sustainability of the component depends upon their willingness to mount joint initiatives and to share responsibilities.
- There is too few professionally qualified staff in EEAA to manage the component effectively, or to sustain and develop momentum after the support is finished. There is a risk that EEAA will fail to recruit sufficient staff, or that suitable applicants will not be attracted to the positions.
- It is a critical assumption that there will be continued government willingness to encourage and facilitate the activities of environmental NGOs and CDAs. There is a risk that, if these organisations begin to be seen as being too demanding of the establishment or critical of public sector bodies, their freedom of action and access to funds may be curtailed.

The above risks arise out of the conditions that demonstrate the need for the component. The implementation strategy is designed to address the basic weaknesses underlying these risks, so the component will manage and mitigate risks by:

- fostering the working relationship between EEAA and the governorates;
- increasing demand for qualified staff at EEAA and providing more interesting work opportunities;
- increasing the capacity of NGOs to be effective, constructive and responsible representatives of the poor and agents for social change.

4.6 Logical Framework Matrix

Indicators and means of verification are provided in the Logical Framework Matrix below.

Figure 4.2 Logical Framework Matrix for Communication for Environmental Management Component

DESCRIPTION	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Immediate objectives			
<p>1. Dissemination of environmental information to support the priority environmental strategies of the EEAA, EMUs, and other partner stakeholders.</p> <p>2. Enhancing the awareness of environmental issues and the capacity of decision-makers and implementers in the EEAA, governorates, and industrial sectors.</p>	<p>1. Environmental data and information packages are used and referred to on a regular basis for environmental management by decision makers and relevant EEAA and EMU staff.</p> <p>2. NGOs/CDAs, local communities, and selected industries request and make use of environmental communication materials.</p>	<p>1.1 Inspection of distribution lists.</p> <p>1.2 Monitoring impact.</p> <p>1.3 Progress reports.</p> <p>2.1 Check visits to NGOs/CDAs, local communities, and selected industries.</p> <p>2.2 Monitoring of impact.</p> <p>2.3 Progress reports.</p>	<p>The other SPS Components and partners make use of the Component as a service provider.</p> <p>Flow of information and collaboration is functioning between EEAA Departments.</p> <p>Collaboration and communication between EEAA and two Governorates is smooth.</p>
Outputs			
<p>1.1 Relevant EEAA and EMU staff trained in communication methodologies and desk top publishing.</p> <p>1.2 In support of the other SPS components, technical EEAA departments, and EMUs, at least 10 media packages targeting decision makers produced. Each media package may embrace several productions, such as: TV programmes and spots, peer-based workshops, and booklets.</p>	<p>1.1.1 The impact and quality of communication methodologies and materials is improved.</p> <p>1.1.2 Women as well as men receive training.</p> <p>1.2.1 At least 10 media packages produced and implemented.</p> <p>1.2.2 New initiatives taken by EEAA staff and EMU staff.</p>	<p>1.1.1 - 1.3.3 Impact monitoring and inspection of materials produced.</p> <p>Progress reports.</p>	<p>EEAA and EMU staff are willing and give priority to be trained.</p> <p>Environmental data and information is accessible.</p> <p>Political strategies and environmental messages are available to be communicated to the intended target groups.</p> <p>Smooth approval procedures of communication products.</p>

DESCRIPTION	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Outputs (cont.)			
1.3 Decision makers capacitated to use environmental information and messages for environmental management.	1.3.1 Increased understanding of environmental problems among decision makers. 1.3.2 More efficient environmental management especially in relation to vulnerable groups. 1.3.3 New initiatives taken by decision makers, EEAA staff, and EMU staff.	(See above)	(See above)
1.4 Financial strategy for EEAA and EMU environmental communication programmes developed and implemented.	1.4.1 A strategy developed including soft sponsorship agreements with the private sector and pricing of communication services from the EEAA and EMUs. 1.4.2 Strategy implemented. 1.4.3 The EEAA and EMU approach the private sector in order to obtain soft sponsorship agreements.	1.4.1 - 1.4.3 Progress reports.	Positive response from the private sector.
2.1 In support of the other SPS components, technical EEAA departments, and EMUs in two Governorates production of communication support (10 media packages) and training manuals to support the GEAP process and the selected demonstration projects.	2.1.1 At least 10 media packages produced according to defined priorities by the other SPS components, technical EEAA departments and EMUs in two Governorates.	2.1.1 Regular meeting with the other SPS components, and EEAA and EMU partners. Quality assurance of media packages.	Positive response from NGOs/CDAs, local communities, and selected industries towards collaboration.
2.2 In support of the other SPS components, technical EEAA departments, and EMUs, NGOs/CDAs, local communities, and selected industries in two Governorates capacitated to use environmental information and messages for environmental management.	2.2.1 Shift in understanding and perception of environmental problems measured by surveys. 2.2.2 Change in behaviour among the intended target groups. 2.2.3 NGOs/CDAs, local communities, and selected industries take action to improve their environment.	2.2.1 - 2.2.3 Continuous check of monitoring and evaluation results. Field visits to NGOs/CDAs, local communities, and selected industries. Progress reports.	Good collaboration between the central EEAA and the EMU to support local implementation of campaign concepts and media packages.

DESCRIPTION	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Outputs (cont.) 2.3. A NGO window of opportunity for funding of relevant NGO activities that are not covered by the Environmental Management in the Governorate Component Established.	2.3.1. NGOs are aware of the funds and submit applications.	2.3.1. Progress reports	2.3.1 NGOs have the capacity to manage and effectively utilise the funds.
Activities 1.1.1 Carry out staff selection, training needs assessments, and training. 1.1.2 Purchase equipment. 1.1.3 Develop management systems and procedures for communication activities, and reporting. 1.2.1 Identify national, local and other SPS component priorities and communication needs. 1.2.2 Based on identified priorities, assist in the collection and processing of environmental information and messages for decision makers and relevant EEAA and EMU staff. 1.2.3 Carry out target group studies. 1.2.4 In cooperation with SPS partners develop at least 10 media packages to communicate the information and messages provided by the other SPS components, EEAA and key stakeholders.	1.1.1 Staff hired. Staff able to manage and develop communication programmes and communication product production. 1.1.2 Equipment identified and purchased. 1.1.3 Communication management and reporting procedures developed. 1.2.1 Partners consulted and priorities identified. 1.2.2 Environmental information and messages developed. 1.2.3 TOR developed for consultants designing and implementing target group studies. Studies carried out. 1.2.4 At least 10 media packages available for decision makers, EEAA staff, and EMU staff. Media packages applied in the daily work by the intended target groups. Communication packages are produced, tested, and distributed.	1.1.1 Progress reports. Reports on training need assessments. 1.1.2 Equipment in place. 1.1.3 Progress reports. Ask partners about the effectiveness of the procedures developed. 1.2.1 Progress reports 1.2.2 Progress reports. 1.2.3 Progress reports. Studies used. 1.2.4 Monitoring of production plans.	Qualified international and local advisers available.

DESCRIPTION	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
Activities (cont.)			
1.3.1 Identify decision makers to participate in capacity development and training.	1.3.1 Decision makers identified. Capacity development and training carried out.	1.3.1 Progress reports.	Decision makers willing to give priority to the activity
1.3.2 Assist in refining media packages according to the local situation of the identified target groups.	1.3.2 Media packages adjusted and turned into full-fledged media packages.	1.3.2 Progress reports. Spot visits and monitoring of production plans.	
1.3.3 Test media packages by implementation of demonstration projects.	1.3.3 Testing completed. Demonstration projects designed and implemented.	1.3.3 Progress reports. Field visits on a regular basis.	
1.4.1 Develop strategy including soft sponsorship agreements with the private sector and pricing of communication services from the EEAA and EMUs.	1.4.1 Strategy developed.	1.4.1 Progress reports.	Continued political support to sponsorships from the private sector.
1.4.2 Implement strategy.	1.4.2 Strategy implemented.	1.4.2 Strategy applied.	
2.1.1 Identify EEAA priorities in two Governorates, and for the other SPS components.	2.1.1 Priorities identified.	2.1.1 Priorities used in the design of communication packages.	
2.1.2 Based on identified priorities, assist in the collection and interpretation of environmental information and messages for NGOs/CDAs, local communities, and selected industries in two Governorates.	2.1.2 Situation assessments completed and information collected and processed.	2.1.2 Information applied.	Information available for message development.
2.1.3 Assist SPS partners to carry out gender specific and poverty sensitive target group studies.	2.1.3 TOR developed for consultants designing and implementing target group studies. Studies carried out.	2.1.3 Progress reports. Monitoring of surveys.	
2.1.4 Develop at least 10 media packages in cooperation with SPS partners to communicate the information and messages provided by the other SPS components, EEAA, and key stakeholders.	2.1.4 At least 10 media packages available. Communication packages are produced, tested, and distributed.	2.1.4 Evaluation and monitoring of production plans and product development.	Good collaboration with involved partners.
2.2.1 Assist SPS partners in the identification of NGOs/CDAs, local communities, and selected industries to participate in capacity development activities and training.	2.2.1 NGOs/CDAs, local communities, and selected industries selected and capacitated.	2.2.1 Progress reports.	

DESCRIPTION	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>Inputs (cont.)</p> <p><i>Danida input</i></p> <p>(i) Danida adviser to the Central Department of Environmental Communication and Awareness.</p> <p>(ii) Short-term consultants for training (local and international).</p> <p>(iii) Short-term consultants for development of formats and communication materials (local and international).</p> <p>(iv) Equipment (video, scanner, computers, and a vehicle).</p> <p>(v) Funds for production of at least 10 media packages.</p> <p>(vi) Funds to organise workshops.</p> <p>(vii) Funds for demonstration projects and NGO Window.</p>			

5 IMPLEMENTATION PROCEDURES

5.1 Organisation, Management and Administration

Component implementation will be anchored in the EEAA Central Department for Environmental Communication and Awareness with the possibility to involve other communication personnel within the Agency.

The overall organisation, management and administration will be carried out in accordance with the general programme support procedures. These include a Programme Support Unit (PSU) that will provide each component with accounting expertise, make arrangements for regular monitoring and review and other logistical support. The Danida adviser will be responsible for delivering all outputs defined for the CEM component and management of international and national short term input.

5.2 Monitoring and Review, Reporting and Evaluation

Monitoring, review, reporting and evaluation will follow the Danida procedures and the procedures established for the SPS as a whole. Furthermore, component specific milestones and means of verification for component objectives, outputs, activities, and input are available in the Logical Framework Matrix provided in Figure 4.2 of the present Component Description.

5.3 Component Implementation Plan

A detailed implementation plan can be found in Annex 1.

ANNEX 1

IMPLEMENTATION PLAN

Annex 3. Implementation Plan

Activity (Work)	[1st, 2nd, etc. are years from the start of assignments]					
	1st	2nd	3rd	4th	5th	6th
Inception Phase <i>Responsible: Danida Adviser/Communication Specialist</i>						
Output 1.1: Relevant EEAA and EMU staff trained in communication methodologies and desk top publishing <i>Responsible: Danida Adviser/Communication Specialist</i>						
1.1.1 Carry out staff selection, training needs assessments, and training.						
1.1.2 Purchase equipment						
1.1.3 Develop management systems for communication activities, and reporting.						
Output 1.2: In support of the other SPS components, technical EEAA departments, and EMUs, at least 10 media packages targeting decision makers produced. <i>Responsible: Opinion Research Specialist, Media Production Specialist</i>						
1.2.1. Identify national, local and other SPS components priorities.						
1.2.2 Based on identified priorities, collect and interpret environmental messages for decision makers and relevant EEAA and EMU staff.						
1.2.3 Carry out target group studies.						
1.2.4 Develop at least 10 media packages to communicate the information and messages provided by the other SPS components, EEAA and key stakeholders.						
Output 1.3: Decision makers capacitated to use environmental information and messages for environmental management. <i>Responsible: Environmental Training Specialist</i>						
1.3.1 Identify decision makers to participate in capacity development and training.						
1.3.2 Assist in refining media packages according to the local situation of the identified target groups.						
1.3.3 Test media packages by implementation of demonstration projects.						
Output 1.4: Financial strategy for EEAA and EMU environmental communication programmes						

developed and implemented.

Responsible: Danida Adviser/Communication Specialist, Economist and Marketing Specialist

1.4.1 Develop strategy including soft sponsorship agreements with the private sector and pricing of communication services from EEAA and EMUs.

1.4.2 Implement strategy.

Output 2.1: In support of the other SPS components, technical EEAAA departments, and EMUs in two Governorates, at least 10 media packages targeting NGOs/CDAs, local communities, and selected industries produced.

Responsible: Opinion Research Specialist, Media Production Specialist

2.1.1 Identify EEAA priorities in two Governorates, and for the other SPS components.

2.1.2 Based on identified priorities collect and interpret environmental information and messages for NGOs/CDAs, local communities, and selected industries in two Governorates.

2.1.3 Carry out gender specific and poverty sensitive target group studies.

2.1.4 Develop at least 10 media packages to communicate the information and messages provided by the other SPS components, EEAA, and key stakeholders.

Output 2.2: NGOs/CDAs, local communities, and selected industries in two Governorates capacitated to use environmental information and messages for environmental management.

Responsible: Industrial Training Specialist, Danida Adviser/Communication Specialist

2.2.1 Identify NGOs/CDAs, local communities, and selected industries to participate in capacity development activities and training.

2.2.2 Assist in refining media packages according to the local situation and the identified target groups.

2.2.3 Test media packages by implementation of demonstration projects.

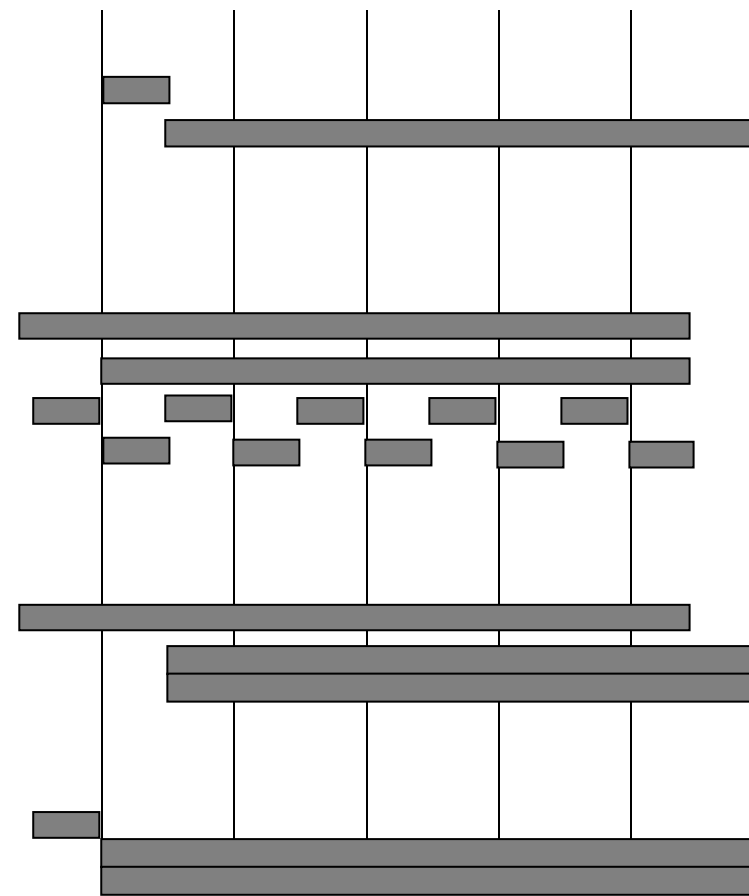
Output 2.3: A NGO Window for funding of relevant NGO activities that are not covered by the Environmental Management in the Governorates Component established.

Responsible: Danida Adviser/Communication Specialist

2.3.1 Set-up gender sensitive and poverty oriented criteria for support to NGO activities.

2.3.2 Review NGO candidates for funding.

2.3.3 Provide funding.



ANNEX 2

DETAILED BUDGET

Budget Estimate for Communication for Environmental Management Component (DKK million)

Budget for CEM Component (DKK million)

Item	2001	2002	2003	2004	2005	2006	TOTAL
<i>International</i>							
Danida advisor	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Short Term	0,60	0,60	0,60	0,60	0,60	0,60	3,60
<i>Total</i>	<i>0,60</i>	<i>0,60</i>	<i>0,60</i>	<i>0,60</i>	<i>0,60</i>	<i>0,60</i>	3,60
<i>Local</i>							
Long term	0,36	0,36	0,36	0,36	0,36	0,36	2,16
Support staff	0,09	0,09	0,09	0,09	0,09	0,09	0,54
Short term	0,09	0,09	0,09	0,09	0,09	0,09	0,54
<i>Total</i>	<i>0,54</i>	<i>0,54</i>	<i>0,54</i>	<i>0,54</i>	<i>0,54</i>	<i>0,54</i>	3,24
Office Equipment	0,20	0,20	0,15	0,15	0,15	0,15	1,00
Vehicles	0,25	0,50	0,00	0,00	0,00	0,00	0,75
Other Equip.	0,20	0,20	0,20	0,20	0,20	0,20	1,20
Operat Costs	0,15	0,15	0,15	0,15	0,15	0,15	0,90
Material Develop	0,60	1,00	1,00	1,00	1,00	1,00	5,60
Training	0,40	0,40	0,40	0,40	0,40	0,40	2,40
<i>Total</i>	<i>1,80</i>	<i>2,45</i>	<i>1,90</i>	<i>1,90</i>	<i>1,90</i>	<i>1,90</i>	11,85
Contingency 8%	0,14	0,20	0,15	0,15	0,15	0,15	0,95
GRAND TOTAL	3,08	3,79	3,19	3,19	3,19	3,19	19,64

ANNEX 3

ORGANOGRAM

(See also Component Description page 20)

CEM COMPONENT ORGANOGRAM



ANNEX 4

JOB DESCRIPTIONS FOR TECHNICAL ASSISTANCE PERSONNEL

Job Title 1

Expatriate Long-term Communications and Management Advisor, Communication for Environmental Management Component.

Location

Central Department for Environmental Communication and Awareness (CDECA), EEAA, Cairo.

Role

The role of the long-term communications and management advisor will be to: (a) assist the EEAA to strengthen its function in the collection, interpretation and dissemination of environmental information to decision makers at the national and local levels, and (b) to strengthen the participation of NGOs/CDAs, local communities and industry in environmental management within the two selected Governorates. The advisor will also help to co-ordinate the component activities, and to identify and plan short-term technical inputs to the component.

Activities

The activities of the long-term advisor will include, *inter alia*, co-ordinating and managing the following:

- training relevant EEAA/EMU staff in communication methodologies and desk-top publishing;
- production and dissemination of 10 media packages targeting decision makers, in support of other SPS components, technical EEAA departments and EMUs;
- assisting the Governorate EMUs to produce 10 media packages targeting NGOs/CDAs, local communities and selected industries within selected Governorates, in support of other SPS components, technical EEAA departments and EMUs;
- developing and implementing a financial strategy for EEAA/EMU environmental communication programmes;
- establishing a “window” for funding relevant NGO activities, which are not covered by other SPS components (set criteria, review candidates and provide funding).

Reporting

The long-term advisor will report to the Head of the CDECA on a day-to-day basis, and also to the Chief Technical Advisor within the overall SPS Programme Support Unit.

Inputs and Timing

The post will be full-time in Egypt for a period of six years (72 person months), beginning January 2001.

Job Title 2

Local Long-term Communications and Management Advisor, Communication for Environmental Management Component.

Location

Central Department for Environmental Communication and Awareness (CDECA), EEAA, Cairo.

Role

The role of the local long-term communications and management advisor will be to support the expatriate long-term advisor to strengthen: (a) EEAA's role in the collection, interpretation and dissemination of environmental information to decision makers at the national and local levels, and (b) the participation of NGOs/CDAs, local communities and industry in environmental management within the two selected Governorates.

Activities

The activities of the local advisor will include assisting the expatriate long-term advisor to implement the following:

- train relevant EEAA/EMU staff in communication methodologies and desk-top publishing;
- production and dissemination of 10 media packages targeting decision makers, in support of other SPS components, technical EEAA departments and EMUs;
- assisting the Governorate EMUs to produce 10 media packages targeting NGOs/CDAs, local communities and selected industries within selected Governorates, in support of other SPS components, technical EEAA departments and EMUs;
- develop and implement a financial strategy for EEAA/EMU environmental communication programmes;
- establish a "window" for funding relevant NGO activities, which are not covered by other SPS components (set criteria, review candidate projects and provide funding).

Reporting

The local advisor will report to the expatriate Communications and Management Advisor at the CDECA.

Inputs and Timing

The post will be full-time in Cairo for a period of five years (60 person months), beginning January 2002.

