

**Solid Waste Management  
Privatization Procedural Manual**

# Public Awareness and Communication



**Solid Waste Technical Assistance**

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# INTRODUCTION

## PUBLIC AWARENESS AND COMMUNICATIONS

**T**his chapter will explain how to manage a general public awareness campaign to ensure that the public understands the new Solid Waste Management system. It describes the steps that must be conducted to implement a successful public awareness campaign. In addition, it provides guidelines on building a Public Awareness and Communications Team (PACT) that can take the responsibility of managing such a campaign. It explains in simple terms who will do what, when, and how. However, this document should be considered dynamic in that it is designed to be adapted to specific situations.

A public awareness and communications campaign is key to the successful implementation of any policy decision, particularly when it requires the support of the public and behavioral change from constituencies. Public awareness campaigns are designed with the main objectives of: drawing the public's attention to certain public issues or problem areas and bringing about behavior and social change. When introducing a new public concept, issue, policy or project, it is crucial that the main audience that will be affected accepts the messages. Therefore, it is important to understand the needs and desires of the target audience as well as their perceptions of the proposed changes. This kind of understanding is part of what is referred to as social marketing.



Social marketing seeks to influence social behaviors in order to benefit the target audience and society at large. When policy makers introduce new services they want citizens to accept and abide by, they must plan and implement communication programs with the objective of educating as well as explaining the benefits of the new services to the public.

**The more that communication messages are designed to respond to the public's needs and inquires, the greater the potential that citizens will acquire new sets of values and attitudes and hence behaviors.**

Privatizing solid waste management is the type of project that requires citizenry to have a complete understanding of the changes at hand, the objectives and mechanisms of the new system, what is required of them, and how they will benefit from it.

The public awareness process consists of eleven steps conducted in four distinct phases:

**1. Planning Phase:** As soon as the decision to privatize waste management services has been made, the Planning Phase begins. This phase prepares for a public awareness effort to support privatization by organizing resources and identifying goals. There are three fundamental steps to the Planning Phase:

- Step 1: Define General Campaign Objectives.
- Step 2: Establish a Public Awareness and Communications Team.
- Step 3: Conduct a Communications/Education Assessment.

**2. Development Phase:** The Development Phase takes the information gathered during the Planning Phase and

**Appendix A of this chapter contains a description of a specific approach and tasks associated with running a public awareness campaign in rural areas. If conducting a campaign in a rural area, the appendix should be read first, and integrated into the rest of the steps comprising the chapter.**

uses it to develop a concrete strategy for the public awareness campaign, complete with campaign messages and strategies for dissemination. There are three fundamental steps to the Development Phase:

- Step 4: Design a Communications Strategy.
- Step 5: Design an Implementation Strategy.
- Step 6: Develop a Communications Budget.

**3. Implementation Phase:** The Implementation Phase encompasses the actual development of publications and media tools and their dissemination, the campaign kick-off with the media and stakeholders, and the planning and completion of promotional events. There are three fundamental steps to the Implementation Phase:

- Step 7: Develop Printed Materials, Publications, and Media-based Tools.

- Step 8: Kick off the Campaign.
- Step 9: Organize Promotional Events.

**4. Evaluation Phase:** The Evaluation Phase is one of the most important steps in conducting a public awareness and communications campaign, as it evaluates the effectiveness of the campaign. The true test of the campaign's effectiveness is not in the number of materials produced or events implemented, but to what degree these materials and events supported the transition to privatized solid waste management, and had an impact on the target audience's perceptions and behaviors. There are two fundamental steps to the Evaluation Phase:

- Step 10: Evaluate the Process.
- Step 11: Evaluate the Impact.

Each of the steps in each phase is crucial to the successful delivery of a public awareness and communications message.



## STEP 1:

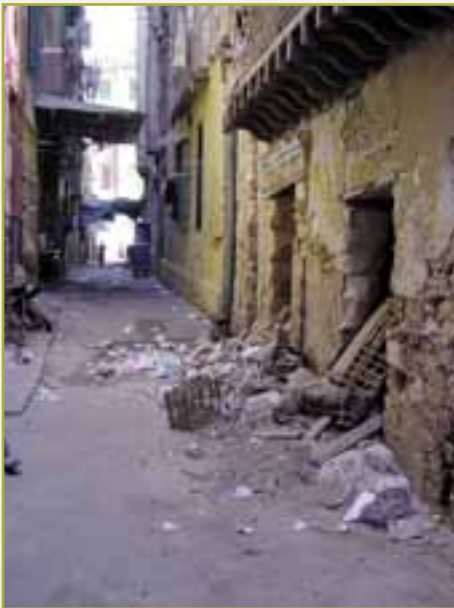
### DEFINE GENERAL CAMPAIGN OBJECTIVES

**B**ased on identifying project priorities, the Governorate officials and administrators responsible for development and implementation of the organization and infrastructure for monitoring of the solid waste management service contracts, together with public awareness specialists, should develop a full list of general objectives for the public awareness campaign and prioritize them.

General objectives are all of the positive actions and outcomes, both primary and secondary, that can be achieved by the public awareness campaign. By developing this comprehensive list of objectives at the beginning of the Planning Phase, the public awareness researchers will be better prepared to identify priorities, and develop a communications strategy that addresses a broader array of objectives.

#### Examples of general objectives include:

- **Improve overall awareness of environmental issues.**
- **Increase public awareness of the benefits of privatizing waste management services.**
- **Minimize potential public opposition to privatizing solid waste management services.**
- **Maintain a high level of credibility for privatization among all constituencies.**
- **Mobilize local leadership to actively support and participate in the campaign.**
- **Create new leaders who can serve as partners in delivering campaign messages to target audiences in schools, universities, community and religious organizations, and the media.**
- **Ensure public compliance with the new, privatized solid waste management services by disseminating rules, regulations and instructions.**
- **Achieve significant changes in public attitudes toward litter and waste disposal habits.**
- **Encourage reductions in the amount of household waste generated.**
- **Improve household handling of waste.**
- **Ensure the sustainability of the privatized solid waste management services; etc.**



## STEP 2:

# ESTABLISH A PUBLIC AWARENESS AND COMMUNICATIONS TEAM

**T**his section focuses on the use of an independent Public Awareness and Communications Team (PACT) in designing and implementing a campaign, and includes information on how to establish a PACT.

While the establishment of a PACT is likely the most appropriate approach to conducting a public awareness and communications campaign, it is not the only way to conduct a campaign. Participants also may consider engaging a specialized communications/public relations firm to conduct the phases described in this section.

The PACT should be involved in every step of the public awareness campaign. Therefore, establishing an effective and responsive team is a key step in developing a successful public awareness campaign. Figure 7.1 lists the main roles and responsibilities of the PACT.

FIGURE 7.1: ROLES AND RESPONSIBILITIES OF THE PACT

- \* **Developing communication work plans and budgets.**
- \* **Communicating with the public to increase awareness.**
- \* **Training local leaders such as professors, teachers, sheikhs, priests, and businessmen on mechanisms of increasing environmental public awareness.**
- \* **Preparing and delivering presentations to different partners and stakeholders.**
- \* **Designing media plans and strategies.**
- \* **Working with news media to optimize project coverage and publicity.**
- \* **Organizing press conferences for opinion leaders, government officials, and project administrators to disseminate information about the project.**
- \* **Identifying and creating public relations opportunities.**
- \* **Developing promotional and educational materials to be distributed to the public.**
- \* **Organizing promotional activities and events.**
- \* **Developing different strategies to minimize public opposition.**
- \* **Responding to public inquires.**

## PERFORM AN ANALYSIS OF ORGANIZATIONAL NEEDS

The first step in establishing the PACT is to refer back to the desired campaign goals and objectives and begin to define the general tasks required to meet these objectives. The project administrators must then undertake the following steps in order:

1. Complete an inventory of key tasks and deliverables to meet campaign objectives.
2. Estimate the number of positions needed to accomplish campaign tasks.

3. Establish an organizational structure that will be responsive to campaign objectives.

4. Define communication channels and lines of responsibility/authority for the PACT (internally as an institution and externally as it will interact with the contract monitoring administration).

Once the Governorate officials, and members of the Contract Monitoring Unit have determined the key tasks required to meet campaign objectives and the different roles and responsibilities of the PACT members, they must then determine the positions needed to perform

these tasks within the chosen organizational structure, and develop a candidate profile and job description for each position.

Example job descriptions for Public Awareness specialists and coordinators can be found in Appendix A of Chapter 6. It might also be useful to review the organizational structure charts found in Step 2 of Chapter 6 to find out where the PACT team best fits.

## STEP 3:

# CONDUCT A COMMUNICATIONS/ EDUCATION ASSESSMENT

### REVIEW EXISTING INFORMATION

Public awareness researchers should begin shaping the campaign by conducting a thorough review of existing information to obtain relevant data and anecdotal evidence. In this way, a large volume of information can be obtained quickly and inexpensively. Sources include:

- Technical journals and trade publications.
- Public opinion polls and consumer surveys.
- Past coverage of issues in newspapers and magazines.
- Census statistics and demographic surveys.
- Data and reports prepared by Non-Governmental Organizations (NGOs) schools, universities, religious institutions, etc.
- Government environmental institutions, market research firms, etc.



If these secondary sources of information are not enough to meet the goals of the assessment, qualitative and quantitative research has to be conducted using focus groups, simple observation, in-depth interviews, and surveys.

### PREDICT PROBLEMS

Once a review of existing information is complete, an analysis of the information gathered should be performed to predict potential problems that may impede the public awareness campaign. By predicting pitfalls to avoid, the public awareness campaign can be designed to meet these challenges from the very beginning and greatly enhance its chances of success. Problems to look for include:

- Previous public opposition to similar initiatives.
- High rates of illiteracy that might hinder effective communication.
- Established patterns of behavior regarding handling of waste.
- Preconceptions based on previous misleading messages by media.

- Inability of some local leaders to deliver campaign messages effectively.
- Target audiences who do not think they need new or improved service, etc.

### IDENTIFY TARGET AUDIENCES AND DEVELOP THEIR PROFILES

The project administrators must now determine what target audience(s) should be reached in order to achieve the campaign objectives. While the target audience may be considered women or young people or a certain neighborhood, or even the public at large, the PACT must segment this audience into manageable groups.

Standard practice for segmenting a target audience places heavy emphasis on demographic or socio-economic factors. This practice is also true for public awareness campaigns regarding waste and environmental issues, and it is generally preferable to begin by segmenting the target audience by both demographic and behavioral factors. Figure 7.2 shows a table of examples of demographic and behavioral factors.

FIGURE 7.2: DEMOGRAPHIC AND BEHAVIORAL FACTORS

DEMOGRAPHIC FACTORS	BEHAVIORAL FACTORS
<ul style="list-style-type: none"><li>• Age group.</li><li>• Gender and ethnicity or nationality.</li><li>• Income and education levels.</li><li>• Marital status and family situation.</li><li>• Culture and location of permanent residence.</li><li>• Occupation and work location.</li></ul>	<ul style="list-style-type: none"><li>• Values.</li><li>• Factors that facilitate or hinder changes in the attitudes.</li><li>• Opinion of waste management and public cleaning.</li><li>• Current waste generation and disposal practices.</li><li>• Aesthetic preferences.</li></ul>



The process of identifying and defining an audience leads to setting audience priorities: deciding who is most important, who is important but less critical, and who should not be a target for the campaign.

If the target audience is young people, then a potential group might be considered a particular school, or a youth sports organization; if the target audience is a certain neighborhood or area of a city, then a potential group might be low-income households with children residing in that neighborhood.

**Key considerations for identifying target audiences include:**

- Which target audience will benefit most from the initiative?
- Which target audience can be most positively influenced by the campaign?
- Which target audience is most ready to adopt new attitudes and practices?
- Is the target audience large enough to have a substantial positive impact on the outcome?
- Can the target audience be readily reached through efficient utilization of funds and resources?
- Will the target audience pay attention to campaign messages, or will the campaign have to compete for attention with other campaigns and messages?

## IDENTIFY STAKEHOLDERS

Stakeholders are any group or individual that can affect the outcome of the public awareness campaign and have an impact on the success of the new system. Such stakeholders may include NGOs, educational and religious institutions, intermediary or representative organizations, private sector businesses, and technical and professional bodies. Stakeholders can be critical in linking the PACT with target audiences.

Stakeholders can support the public awareness campaign in many ways.

They can reduce resistance and opposition to public awareness messages, and can also help overcome lack of interest on the part of some local leaders. They can support the development and production of communication tools by helping to refine campaign messages to meet target audience perspectives. Finally, they can allow the PACT to achieve a more coherent integration among various communications channels and expand the reach of the campaign message to a wider network within the target audience. Figure 7.3 lists some questions to assist in identifying stakeholders.

FIGURE 7.3: QUESTIONS TO IDENTIFY STAKEHOLDERS

- Who are the representatives of each priority group within the target audience?
- Who is responsible for actions related to the privatization of solid waste management services?
- Who is likely to mobilize for, or against, privatization?
- Who can make the campaign more or less effective by their participation, non-participation or outright opposition?
- Who can contribute financial and technical resources to the campaign?



## STEP 4:

### DESIGN A COMMUNICATIONS STRATEGY

Step 4 is the beginning of the development phase, when information gathered during the planning phase will be developed into strategies.

#### REFINE CAMPAIGN OBJECTIVES

Refined campaign objectives are simply subcategories of the general campaign objectives. For example, if a campaign objective is to encourage behavior change in children, then a refined objective might be to instill the value of cleanliness in children's lifestyle. If a campaign objective

is to reduce generated household garbage, then a refined campaign objective might be educating housewives about new methods of handling waste, and so on.

#### SUMMARIZE KEY TARGET AUDIENCE FINDINGS

Summarizing the findings of the information gathered on the key target audiences is actually a way of defining the root causes of the underlying environmental problem that are related to the target audiences. For instance, what lessons can be learned from past public awareness initiatives with the target audiences or similar ones? What are the beliefs and current practices of the target audiences that are contributing to the problem? What are their needs and expectations? What is their perception of the current solid waste system and what will the new system offer them?

#### DEVELOP A CAMPAIGN MESSAGE

A campaign message should be clear and concise. This means it should not be more than two ideas or pieces of information. It may also be helpful to think of relevant cultural icons or proverbs that can be associated with the message to give added impact and resonance.

The best way to develop a campaign message is by answering questions like the following:

- What main points should the target audience internalize from the message?
- What unique idea or theme can best describe the new, privatized solid waste management service?
- What actions should the target group take as a result of the communication?

## STEP 5:

### DESIGN AN IMPLEMENTATION STRATEGY

When selecting a specific communication tool to address a specific audience, the PACT needs to assess such tools to determine which will be most effective in reaching the level of awareness and knowledge required. Will it also help people to change their attitudes? What type of image will the audience have of the project as a result of using that tool? Figure 7.4 lists types of communication tools. In addition, an example of an implementation matrix can be found in Appendix B of this chapter.

FIGURE 7.4: TYPES OF COMMUNICATION TOOLS

Institutional Support	Direct Contact	Publications	Media
NGOs	Formal or informal meetings	Posters	Newspaper and magazine advertisements
Educational institutions	Presentations	Brochures and flyers	Television and radio
Religious institutions	Field visits	Guidebooks	Press releases
		Training materials and videos	Relevant TV and radio programs
		Targeted direct mailings	



## STEP 6:

### DEVELOP A COMMUNICATIONS BUDGET

**T**he budget should include line items for each chosen communication tool, including any brochures, publications, videos, and posters, as well as all costs associated with organizing planned events.

**The best and most accurate way to estimate costs for each line item in the budget is to obtain quotes from several different potential service providers.**

A portion of the budget will likely be devoted to advertising, and should include production expenses and airtime or insertion costs. The budget must also include any overhead expenses, such as stationary and office supplies, transportation fees, mailing expenses, telecommunications costs, etc. An example of a communications budget template is included in Appendix C of this chapter.

## STEP 7:

### DEVELOP PRINTED MATERIALS, PUBLICATIONS, AND MEDIA-BASED TOOLS

A brief lists all of the information that will be included in the publication, including: objectives of the publication; messages to be conveyed; key words about the project; target audience; proposed content; graphics and photography; distribution channels; and language, when foreign media use is a consideration.

#### PRE-TEST MESSAGES AND MATERIALS

The PACT should pre-test the message and materials developed with a sample of the intended audience to review, comment and provide feedback on the publications and materials. Pre-testing should occur during the development of these materials, so that feedback and changes can be incorporated into the final version.

When the information is ready, the PACT should work closely with a qualified copywriter to ensure complete understanding of the objectives and the desired impact on the target audience. Both the PACT and the copywriter should work closely with the designer to ensure that the merging of text, photos and layout effectively illustrate the ideas.

Pre-testing allows public awareness planners to make sure that the content presents the messages in a clear and comprehensible manner, and that the design is appealing to the target audience. The most common way of carrying out pre-testing is by using focus groups or questionnaires. Figure 7.5 has samples of questions for focus groups.

**T**his step marks the beginning of the implementation phase, which is comprised of three steps.

#### DEVELOP CAMPAIGN MATERIALS

The production process of any printed material or publication must go through the following process, in the order listed:

- Brief Development.
- Concept Development.
- Copywriting.
- Photography.
- Illustration of Ideas.
- Fine-tuning and Editing.
- Printing.
- Pre-testing.

FIGURE 7.5: PRE-TESTING QUESTIONS

- What do you think the main message of this publication is?
- To whom is this message directed?
- Could it be you? Why or why not?
- What do you think of this message and information?
- What type of behavior do you think is emphasized through this publication?
- What do you think of the language used?
- Do you like the design? Why or why not?

## STEP 8:

# KICK-OFF THE CAMPAIGN

## MOBILIZE STAKEHOLDERS

Stakeholders are critical to the success of the campaign, and must be mobilized to deliver the campaign messages and materials, and participate in promotional events. The PACT should start the campaign with outreach activities aimed at all stakeholders. This involves large and small group meetings, a public campaign kick-off activity with stakeholders, or direct calling or mailings. These types of activities work to facilitate regular communication and feedback with the stakeholders to help ensure continued commitment and follow through, as well as increasing network opportunities.

Mobilizing stakeholders takes careful planning. The PACT's overall management plan should incorporate a preliminary timeline of activities to be conducted with various stakeholder groups. Meetings, seminars, conferences and public events should be scheduled in consideration of the best timing for impact and audience participation. For example, the summer season may work best for community-based activities with stakeholders who might not be available during the school year.

Once the materials have been developed and are ready to be distributed, it is time to start the campaign.

**Stakeholder: "Any group or individual that can affect the outcome of the public awareness campaign and have an impact on the success of the privatization initiative."**

## MOBILIZE THE MEDIA

Positive media relations can start by contacting several media professionals with different media affiliations and establishing a working relationship with them. Start by introducing the project, but also learn about the way they work. For instance, ask about their usual deadlines, audience demographics, format, and audience preferences. Learn about what aspects of a story makes it newsworthy, and when sharing information about the project, speak in those terms. Remember, the media needs stories to fill their column inches and airtime. The PACT is a valuable source of these stories. Providing media contacts with promotional materials, such as press releases, fact sheets, and fliers will help reporters quickly understand the issue. The more pieces of information that the PACT is able to provide, the more likely a story will be covered. For example, if the PACT is seeking television coverage of a story, it should provide the media contact with background visual material, such as videotapes showing efforts on the project.

The term media refers to many different entities—radio, television, newspapers, magazines and more—that vary extensively. Each of these media channels provides different opportunities to reach particular audiences with a specific type of message. The PACT media specialists must determine how the priority target audience can best be accessed, and what medium is most appropriate for delivering the message. For example, when television is selected, careful research must be done to determine the peak viewing hours. The same rule applies to the press—magazines and newspapers with the highest readership rates by the targeted audience should be carefully targeted for press release and news article inclusion. Check the readership, listener, or viewer profiles with each publication or station.

**While many consider the media a fearsome adversary, it can act as a powerful ally. The PACT must take advantage of the media, in its many forms, and its ability to reach a large audience across a broad spectrum.**



## STEP 9:

# ORGANIZE PROMOTIONAL EVENTS

### DEVELOP A CONCEPT PLAN FOR EACH EVENT

Just like a brief must be written for each planned publication, so too must a brief be prepared to establish the concept and parameters of each planned promotional event. Figure 7.6. lists the contents of a brief.

### DEVELOP A LOGISTICAL PLAN FOR EACH EVENT

Organization is the key to a successful event, and a logistical plan should be completed to provide a timeline for preparation and assign duties associated with event management.

An event preparation time plan maps out all the activities associated with planning an event from the time the brief is developed, until the successful completion of the event. It should establish realistic and feasible deadlines for every stage of preparation, and meeting these established deadlines will be crucial to the successful management of the event.

While an event preparation time plan shows a rough schedule of all major actions to be completed, the event checklist includes a very detailed line-item list of logistics and preparations, who is assigned to each item and its deadline. The checklist helps event organizers to remain in control of all management details associated with an event. Figure 7.7 shows an example of an event checklist.

FIGURE 7.6: SAMPLE CONTENTS OF EVENT BRIEF

- Event Title.
- Date and time of the event.
- Event location.
- Objectives of the event.
- Profile of the intended audience.
- Primary issues to be discussed or highlighted during the event .
- Speakers or other participants.
- Target number of expected attendees.
- Language to be used during the event.
- Suggested agenda for the event.
- Documents and materials to be distributed during the event.
- Budget items; etc.

FIGURE 7.7: SAMPLE EVENT CHECKLIST

ACTIONS	PERSON IN CHARGE	DUE DATE
Equipment rental		
Menus/Coffee breaks selection		
Venue setup		
Name tags for participants		
Contacting photographer		
Preparing handouts		
Buying stationary		

All materials to be presented at an event must be carefully prepared, including presentations by outside speakers. Event organizers must be involved in preparing and reviewing all materials. Documents and publications to be distributed at the event must be as professionally done as the budget allows. If several items are to be distributed, then it is more effective if the materials are visually similar. For instance, if multiple flyers are being prepared, they should all be printed on the same quality of paper, with similar margins, complimentary fonts, etc. Make sure the number of expected attendees is accurately estimated in advance to ensure enough copies of materials.



## STEP 10:

### EVALUATE THE PROCESS

**T**his step is the first part of the evaluation phase. Process evaluation determines whether the intended target audience is being reached, and should be conducted periodically during each part of the campaign. Process evaluation includes media monitoring and analysis, as well as an evaluation of campaign activities.

The process evaluation will allow the PACT to determine early in the campaign—in time to make modifications—if there are segments of the target audience that are not becoming more aware of campaign messages. For example, if an evaluation indicates low levels of awareness among women, then the PACT must investigate whether the communication channels and tools being used are appropriate for a female audience.

#### EVALUATE THE EFFECTIVENESS OF PROMOTIONAL EVENTS

At the conclusion of each promotional public awareness event, a process evaluation to determine the outcome of the event should be completed. The event evaluation provides valuable guidance to the PACT on what additional events should or should not be organized to further emphasize the public awareness messages.

The event evaluation sheet should ask for the participants' overall opinion of the event, including opinion of materials distributed, event timing, event venue and refreshments, etc. The evaluation

sheet should also allow participants to express their opinion regarding speakers, presentations, whether or not they felt the event was useful, and any suggestions to improve future events.

Reporting is the last step and should comment both on the way the event was organized and whether or not it achieved its objectives. An event report might include the following information: background on the event; event objectives (refer back to event brief and concept planning); target audience; event strategy; key issues and interventions expressed during the event; challenges faced while organizing the event; evaluation summary of the event; etc.

## STEP 11:

### EVALUATE THE IMPACT

**T**he PACT should perform primary research in order to objectively examine campaign results and assign measurable statements of performance to the campaign. Both qualitative and quantitative research is necessary, and the research process should be well-designed at the outset if it is to yield the desired information.

#### QUALITATIVE RESEARCH

Qualitative research is an unstructured exploratory method of research—based on small samples—designed to provide insight into target audience behaviors and attitudes. There are several methods for conducting qualitative research, including focus groups, mini groups, one-on-one in-depth interviews, paired interviews, and in-home visits.



While qualitative research provides an overall view of the target audience's behavior and attitudes, as well as changes in behavior and attitude observed since the start of the planning stage of the campaign, it cannot express this change in figures or percentages.

## QUANTITATIVE RESEARCH

Quantitative research involves collecting data and analyzing it to yield statistics and frequency counts. The research usually takes the form of a questionnaire for the purposes of evaluating public awareness campaigns. The PACT must construct a questionnaire that relates to the purpose and objectives of the study, identify sample audiences, and accurately manage data collection.

Questions must be relevant to the purpose and objectives of the study, be brief, objective and not lead the respondent to any particular answer. It is important to ask non-ambiguous questions and avoid unfamiliar words or meanings or questions that ask for knowledge and information that the respondent does not have. While questions can be both open-ended or close-ended, they should always focus on efficiently obtaining the desired information.

The sample group is the group of people that will be interviewed or asked to complete the questionnaire. Quality is more important than size when sampling, and the goal is to obtain responses representative of the entire population of interest, meaning representatives from each target audience group, such as women, children, businessmen, laborers, etc. The disparity among the sample group might even lead to the formation of more than one questionnaire version (i.e., one appropriate to children, etc.).

Supervising data collectors is a very important step in the research process. Supervisors should make sure that interviewers adhere to sample design, as interviewers may wrongly think it's more convenient to include individuals who do not meet the sample design, or may not be sure who they should contact. Supervisors must also be on-hand to monitor problems that may occur during the interview, and make sure that interviewers are prepared to ask questions in a way that does not elicit biased, incorrect, or incomplete responses.

## COMPLETE IMPACT EVALUATION AND PREPARE FINAL REPORT

PACT researchers must assemble all collected data, process and analyze it, and prepare a final report. The first step in data analysis is to record the answers to each question from each respondent. Often this is done by coding the information into a computer database and tabulating the frequency of various responses. By determining the most frequent or average response to each question, the PACT should obtain preliminary insight into which communications strategies have the most impact.

The final report should summarize the results of evaluation research, including all steps taken during the evaluation and a complete summary of findings. Most importantly the report should identify the strategic implications of the findings. For example, which target audiences are expected to accept the new, privatized solid waste management services? Which communications channels are most effective? Which stakeholders are most powerful in community mobilization? How can the budget be reallocated to be more effective?



# APPENDICES



# **APPENDIX A: DESIGNING PUBLIC AWARENESS CAMPAIGNS FOR RURAL AREAS**

Although the steps and procedures of designing a public awareness campaign in urban areas are the same in rural areas, a number of factors have to be taken into consideration.

There are three main topics that have to be carefully addressed while developing a public awareness campaign in rural areas:

- Profile of Target Audience.
- Public Awareness Messages.
- Communications Tools and Channels.

## **PROFILE OF TARGET AUDIENCE**

Variations in demographic, socio-economic, and cultural characteristics of rural and urban target audiences will affect the public awareness messages addressed to rural people as well as the communication media through which these messages are conveyed.

Public awareness researchers should carefully study the characteristics of rural target audiences while conducting the Communication/Education Assessment.

For many inhabitants of rural areas in Egypt, poverty is the most prevalent condition. A primary characteristic of rural life is dependence on land for subsistence. Land, livestock, and water are often the source of a rural person's wealth, security, food, and employment. Although land ownership by farmers has become more widespread, often the amount of land owned is too small to provide food for self-sufficiency. Another characteristic of rural areas is larger family size than usually found in urban areas, and an extended family lifestyle.

One of the most significant aspects of rural life is the central place of the family and community in all social activities. In rural societies, the community provides the basis for mutual aid, social interaction, and activities of children. This interaction has much to do with the shaping of public opinion. Entry to most homes should be through family elders, religious leaders, government authorities or school teachers. Leadership in rural communities is concentrated in the hands of the village head (Omda), religious leaders, and sometimes landowners, midwives, village merchants, or moneylenders.

Another common trait of rural people is their resistance to change. Its negative influence stems from a core belief of many rural people that they have no real ability to change the events that affect their lives. New methods or practices generally require some risk of economic loss in the short run, and are therefore likely to cause resistance to innovation and a preference for familiar, traditional ways. Furthermore, superstitions affect receptivity to change. Accordingly, changing rural behavior requires communications strategies that can overcome these obstacles.

Because rates of illiteracy are higher in rural areas than urban ones, information that flows through the mass media, such as television and radio, will be more effective. Village communication systems are usually informal, and are a good supplement to mass media as villagers interact in small informal groups that meet irregularly but frequently in proscribed places in the village. These informal groups may be composed of farmers, women, and youth of the village. Each representative acts as a disseminator of information on issues relating to the needs and interests of his or her group.

# DESIGNING PUBLIC AWARENESS CAMPAIGNS FOR RURAL AREAS (CONT.)

## PUBLIC AWARENESS MESSAGES

Devoting consideration to developing specific public awareness and communication messages that suit the profile of rural audiences is crucial.

Wording the message in the local rural dialect or language, forming messages in terms of rural people's needs, interests, activities, and experiences, and using messages that are reinforcing to rural people's needs to improve their own condition and that of their community are important factors in the success of any public awareness campaign aimed at rural people.

There are traditional forms for conveying messages that have been used for centuries in rural areas such as rural songs, stories, and puppet shows. Public awareness message designers are advised to take advantage of the opportunities such communications forms offer, and adapt such forms to include public messages.

## COMMUNICATION TOOLS AND CHANNELS

The PACT must identify the most appropriate and effective communication channels for use in rural areas.

Indigenous media may be more effective because the audience is more familiar with them. Using informal means of communication such as community gatherings could be very useful in transmitting messages from one group to another. It may also be strategic to involve familiar, popular, and credible local leaders to facilitate acceptance of certain messages. Person-to-person communication is more effective than mass communication in changing attitudes and behaviors, especially when the message is complex or culturally sensitive. Combinations of media, however, are usually more effective than using a single one.

Individual visits to rural households and communities by PACT members who are well informed of the social norms and traditions of rural communities are very important communication tools. If PACT members are chosen from such rural communities, this will ensure a high level of credibility for the messages they convey. PACT members must be introduced to the community by one of the local popular leaders in the village such as the Omda, the religious leader, or the landowner. Furthermore, community leaders should be the source of information and messages to the public at large.

Mass media such as radio and television are more appropriate for use in rural areas than printed media, due to the high rate of illiteracy. Airtime must be chosen carefully. Many public awareness television spots addressed to rural areas failed because they were aired when farmers were in the fields. Formal education and schooling is becoming one of the effective communication channels to reach children who go to school. School teachers are local community leaders who can be used to convey public awareness messages. Children act as a source of information for the rest of the family members. In addition, non-formal education through literacy programs can be used to address adults.

Village informal meetings, gatherings and celebrations are another medium that the PACT can make use of. They provide opportunities to exchange views, assess opinions and level of awareness about the project as well as disseminate information.

## **APPENDIX B: GUIDELINES FOR IMPLEMENTATION STRATEGIES**

<b>MEDIUM</b>	<b>TARGET AUDIENCE</b>				
	<b>General Public</b>	<b>Religious Institutions</b>	<b>Educational Institutions</b>	<b>NGO's</b>	<b>Media and Journalists</b>
<b>Direct Communication:</b> <ul style="list-style-type: none"> <li>• Meetings</li> <li>• Seminars</li> <li>• Lectures</li> <li>• Home visits</li> <li>• Field visits</li> </ul>	Personal Meetings.	Personal meetings in worship places.	Lectures in colleges about solid waste management, environmental protection and the new project mechanisms.	Introductory group meetings to explain the project mechanisms.	
<b>Publications:</b> <ul style="list-style-type: none"> <li>• Posters</li> <li>• Flyers</li> <li>• Guidebooks</li> <li>• Educational Material</li> </ul>	Posters and flyers about solid waste management and importance of cleanliness.	Posters to be hung in worship places.  Flyers to be handed to worshippers.	Posters and flyers to be distributed to schools and colleges.  Educational material containing information about SWM and benefits of the new project Children's story books.	Posters to be distributed by NGOs.	Posters, flyers and guidebooks to be distributed to media people to write articles and press releases on the project benefits and progress.
<b>Advertising through:</b> <ul style="list-style-type: none"> <li>• Newspapers</li> <li>• Television</li> <li>• Radio</li> <li>• Billboards</li> <li>• Advertising stickers on buses and trains</li> </ul>	Ads about SWM in Egypt, environmental protection and project mechanisms.	Ads about SWM in Egypt, environmental protection and project mechanisms.	Ads about SWM in Egypt, environmental protection and project mechanisms.	Ads about SWM in Egypt, environmental protection and project mechanisms.	Ads about SWM in Egypt, environmental protection and project mechanisms.

## GUIDELINES FOR IMPLEMENTATION STRATEGIES (CONT.)

MEDIUM	TARGET AUDIENCE				
	General Public	Religious Institutions	Educational Institutions	NGO's	Media and Journalists
<b>Press Releases and News Articles</b>	Articles about the importance of the project and its progress, only for literate people.	Articles about the importance of the project and its progress		Articles about the importance of the project and its progress.	Articles about the importance of the project and its progress.
<b>Television Programs</b>	Opinion leaders and public officials to talk about the project/timing of programs has to be selected carefully.	Opinion leaders and public officials to talk about the project.	Opinion leaders and public officials to talk about the project/not very attractive for students.	Opinion leaders and public officials to talk about the project.	Opinion leaders and public officials to talk about the project.
<b>Promotional Activities</b>	<ul style="list-style-type: none"> <li>• Clean-up campaigns</li> <li>• Arts and sports contests</li> <li>• Games and competitions.</li> </ul>	Clean-up campaigns in districts and neighborhoods.	Contest, games, and competitions to be organized in schools and colleges to stimulate neighborhood pride.	NGOs to participate in organizing neighborhood cleanup campaigns.	Journalists to write about promotional activities organized in the city.
<b>Films</b>			Films, about SWM, environmental protective practices, to be distributed to schools and colleges.	NGOs showing and distributing films to the public.	Television announcers insert portions of the films in television programs.

## **APPENDIX C: COMMUNICATIONS BUDGET TEMPLATE**

Item	Units / Quantity	Target Audiences	Cost
<b>Publications:</b>			
Brochures	20,000	Headmasters of Schools	
Flyers			
Posters			
Fact Sheets			
Educational Books			
Video Tapes			
CD-ROMS			
<b>Subtotal</b>			
<b>Events: (ex. seminar)</b>			
Venue rental			
Coffee breaks			
Lunch			
Data show			
Overhead projector			
Set microphone on podium			
Wireless microphone(s)			
Name tags			
Labels			
Transparencies			
Photocopying of materials			
Photography			
Giveaways (ex. pens)			
<b>Subtotal</b>			
<b>Advertising Campaign:</b>			
Television ads production			
Airing frequency			
Press ads production			
Press ads insertions			
Bill Boards production			
Rental of Bill Boards			
<b>Subtotal</b>			
<b>Overhead Expenses:</b>			
Transportation Fees for PACT			
Stationary			
Mailings			
Photocopying			
Telephone communications			
<b>Subtotal</b>			
<b>Total</b>			

# Solid Waste Technical Assistance

