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Task Order 807**

***IRRIGATION MANAGEMENT TRANSFER PUBLIC
AWARENESS CAMPAIGN***

PHASE 1: STRATEGY

Report No. 39

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List of Abbreviations and Acronyms

APRP	Agricultural Policy Reform Program
AUC	American University in Egypt
BCWUA	branch canal water user association
EPADP	(MWRI) Egyptian Public Authority for Drainage Projects
EPIQ	Environmental Policy Indefinite Quantity
EWUP	Egypt Water Use Project
FAQ	frequently asked questions
GOE	Government of Egypt
IAS	Irrigation Advisory Service
IDRC	International Development Research Council
IFAD	International Fund for Agricultural Development
IIP	Irrigation Improvement Project
IIS	(MWRI) Irrigation Improvement Sector
IMT	irrigation management transfer
INPIM	International Network on Participatory Irrigation Management
IRG	International Resources Group, Ltd.
ISM	Irrigation Systems Management Project
KAP	Knowledge, Attitudes and Practices
MALR	Ministry of Agriculture and Land Reclamation
M&E	monitoring and evaluation
MWRI	Ministry of Water Resources and Irrigation
O&M	operations and maintenance
PAC	public awareness campaign
USAID	United States Agency for International Development
WPAU	Water Policy Advisory Unit
WPRP	Water Resources Results Package
WUA	water user association

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Executive Summary

Purpose

The primary Egyptian agency responsible for water resources management is the Ministry of Water Resources and Irrigation (MWRI). As such, it is mandated to plan, construct, operate, manage, and maintain the irrigation and drainage network in Egypt. The MWRI distributes irrigation water to Egypt's lands by diverting water at various points from the Nile River to principal canals, which, in turn, feed a complex network of main canals. Water is generally supplied throughout the network below the surrounding farm ground level, which requires farmers to lift water (using pumping devices) from the watercourse supplying their farms. Escalating population growth, a desire for agricultural expansion, and increasing demands on surface water supply all play significant roles in water delivery capability.

The MWRI is embarking on an innovative and bold plan to transfer irrigation management to water users, expanding user participation at secondary levels of the irrigation/drainage system. Irrigation Management Transfer (IMT) allows the private sector, in the form of secondary-level *Branch Canal Water User Associations* (BCWUAs), to take managerial and financial control over operation and maintenance. This will result in direct and immediate reductions in government expenditures, freeing government funds to focus on those tasks the private sector is unable to effectively undertake. Perhaps more importantly, it will effectively address issues that determine utilization efficiency, productivity, and protection of water resources. If successful in its efforts, IMT, through BCWUAs, will help farmers:

- Play a role in ensuring more efficient operations, improved maintenance and protection of physical works.
- Become involved in management of water and formation of policy regarding water issues.
- Be involved in improvements to the water delivery system.

To achieve these goals, the MWRI will need a well-trained and well-informed cadre of professionals for assisting farmers with their new responsibilities related to water delivery, water use and the transfer of irrigation management. The active and responsible involvement of farmers is essential for improved operations, water scheduling, mesqa improvements and maintenance of branch canals.

In order for IMT to work properly, there must be a free-flow of information between all participants: farmers, MWRI officials and field staff, the government and other ministries, the press and media, and the general public. For IMT to be effective, its objectives and mechanisms must be transparent. Good communications are essential at all stages of the process. A *Public Awareness Campaign* (PAC) program has been developed by the EPIQ Water Policy Team's IMT Working Group under the USAID/MWRI Agricultural Policy Reform Program, that includes a comprehensive strategy and a set of communication tools to educate all targeted audiences how to participate in and support IMT. The purpose of the IMT/PAC is to promote a better understanding of IMT, support the ongoing development of this program and motivate people remain continuously involved.

This present document prepared by a Communications Specialist¹ in collaboration with the IMT Working Group, WPAU and Water Communications Unit, outlines the objectives of and a strategy for the IMT/PAC. It identifies the communications tools that will be used, presents the obstacles and opportunities, and provides a basis for evaluation.

Methodology

The IMT program has short, medium and long-term goals clearly defined in Section V of Report No. 36 (MWRI Policy on Irrigation Management Transfer: Phase I). The IMT/PAC will work in parallel with this phased implementation plan, scheduling educational and informational activities and services to those objectives of the program. While that plan is made up of seven phases, the IMT plan combines objectives and proposed activities to conform to the following schedule:

Short-term:	September 2001 - December 2002
Medium-Term	January 2003 – December 2007
Long-term:	January 2008 - December 2022

The process of designing and implementing the IMT/PAC will be done in three phases. Phase I is *Analysis and Strategy Development*. Phase II is *Design and Production of Program Prototypes*. Phase III is *Implementation, Dissemination and Evaluation*. This report represents the completion of the first of these three phases.

The present analysis identifies all of the target audiences and agreed upon goals that the program hopes to achieve at each level. Target audiences' perceptions and misperceptions were examined, as well as their attitudes and information deficits. A study was undertaken of the media environment in Egypt. A variety of possible professional and community networks for disseminating information about IMT were discussed. The incentives and disincentives for each group to participate in or support IMT were also identified and categorized. The strategy development follows from the analysis and sets the plan for the IMT/PAC. This report may serve as the *Plan of Action for IMT/PAC*.

The strategy defines the tools for each of the target audiences, the content, tone and approach, and the modes for disseminating the information. Following the approval of the strategy for the PAC, design of program material can begin. In Phase II, the communications tools outlined in the strategy will be designed for what will be termed the *IMT/PAC Pilot Program*. These materials will be created to address the immediate short-term needs of IMT/PAC. Prototypes of the basic elements for the print program will be completed by early September 2001.

Print production is also expected to begin during Phase II. Prototypes and ideas from the conceptual stage will be utilized to produce tangible communications tools with them. The amount of time needed to do this depends on the types of tools that will be produced and the quantity. Material production is followed by Phase III:

¹ Mr. Patrick Papania, Public Awareness & Communications Specialist, Winrock International

Implementation, Dissemination and Evaluation. Preparation for this final phase of the IMT/PAC in the short-term should begin immediately. As the strategy and design of program material is directly linked to the networks and plan for dissemination, it is most sensible to create efficient communications material and get them as soon as possible into the hands of the targeted audiences. The IMT/PAC cannot succeed without an aggressive and effective dissemination effort. Since there are limitations in terms of staff and budget for the IMT/PAC, the MWRI Communications Unit will have to play a major role, relying on itself, the press and broadcast media and a variety of formal and informal networks to get the information into the hands of the appropriate audiences. This report suggests that an IMT/PAC Team be created to take on IMT/PAC as a primary activity. This Team would function with several staff dedicated only to IMT and others, on loan from the MWRI Communications Unit, assisting on a part-time basis. It would also be wise to have the IMT/PAC collaborate directly with field offices when designing and producing material. A provisional plan for disseminating the information and ideas to the target audiences is also outlined in this report.

Analysis

The analysis of the obstacles and opportunities, the informational needs, attitudes and characteristics of the target audiences in Egypt provided the basis for the development of this communications strategy and the design of the IMT/PAC. The analysis has result in definition of ten target groups of the IMT/PAC, those audiences whose support and participation are believed to be essential to the success of IMT. To allow MWRI to conserve its resources, serve overlapping needs more efficiently and avoid replication, the ten target audiences are divided into six groups. Communications materials are not inexpensive so it is wise to make the best use of resources, and combine audiences when possible. In the restructuring, it has been decided that the six groups will be categorized as follows:

1. Farmers
2. Press and Media
3. Religious Groups
4. MWRI Officials
5. Engaged Public:
Other Ministries, NGOs, Politicians, Donor Organizations, Industry
6. General Public

Program goals were developed for each category and a variety of modes identified to disseminate the information including through newspapers and magazines, TV and radio, government, education and community networks. Because IMT is new to Egypt, there are enormous information deficits, which will require an aggressive effort to fill the gap. Farmers need to be educated on the role IMT will play in securing water sources for them, assuring more efficiency and raising production and profit margins. They will need considerable encouragement to participate. A meek attempt at reaching them and convincing them of the benefits of IMT will fall short of the MWRI goals. An orchestrated effort involving schools, mosques, field staff and a number of existing outreach networks will enhance our abilities. The engaged target groups and the press and media must be given accurate transparent information and encouraged to become partners in the program.

This present analysis found that misconceptions and reservations about participating in and supporting IMT exist among all target groups. The IMT/PAC will attempt to overcome these obstacles by addressing the groups directly and making an aggressive effort to distribute timely relevant information to all audiences. None of this can be done half way or on a part-time basis. The reason for a comprehensive campaign is to make the target groups feel as though it is "raining" IMT. Information about the program needs to be seen everywhere and it is indeed the most important topic to follow. Target groups can easily sense how important the issue is just by the effort made to communicate it.

The Communications Strategy

The following are some of the basic principals that should guide the development and implementation of the Public Awareness Campaign

- Build a broad consensus in Egypt in favor of IMT and the efforts of MWRI.
- Emphasize efficiency in water usage, conservation and the positive contribution IMT will make for future security of water availability.
- Be direct, forthright and positive in presentation. The basis of the IMT/PAC should be honesty, frankness and openness. It is important to keep in mind that the credibility of the communication program is one of its primary assets in the minds of the Egyptian targets.
- Information should be factual, presented in a neutral tone, with a clear presentation of rewards. It should be positive but not so much so that it is regarded as promotional. Egyptians are intelligent and shrewd consumers of information. It would not be wise for the target groups to feel as though they are being "sold" an idea.
- In as many ways as possible, the IMT/PAC should try to incorporate techniques and strategies used for commercial marketing, without becoming commercial or promotional. Successful marketing campaigns in the private sector are quite apparent in Egypt. The local public responds well to innovative communications attempts. By following the lead of such private sector ventures, the MWRI can capitalize on effective and efficient approaches. Within reason and cultural norms, all that can be done to get the message across should be considered.
- Develop formal and informal systems for listening to the various audiences, communication works best when it is a two-way dialogue. Responding to the needs of the Egyptian targets means tuning into them. The IMT/PAC should regard collecting information as important as distributing it.

It is important to clarify misconceptions and to be responsive to questions and inquiries from the participants. Dealing with what people think they know is often more difficult than dealing with what they know or what they know they don't know. The IMT/PAC will attempt to help change any perceptions about the work of the MWRI that is not based on the facts, while at the same time putting forth an honest

portrayal of what is indeed happening with IMT. *The MWRI is not attempting to sell water. While better irrigation services come with a cost, the water itself is not being priced. This is only one of many misconceptions that must be addressed.*

In order to effectively improve the way the public thinks about the MWRI and its programs, the press and media must be treated as partners in the process of information delivery. The IMT/PAC Team, working within the MWRI Communications Unit, must build a positive working relationship with reporters and editors by being proactive, carefully monitoring what they say, acknowledging when they get it right and letting them know the program grievances when they get it wrong. It is highly advised that the MWRI take a proactive approach to working with elements of the press that have not been traditionally supportive of its programs. It is only by communicating clearly the objectives to those who might oppose IMT that there will be any chance of ever having them become partners in the process. MWRI must always focus on the people who can be reached through the press, not the press agency itself. The press in effect is being used for MWRI objectives. This can only be achieved by communicating well with them.

The Elements of the Pilot Program

The Pilot Program focuses on production of a set of communications tools, including a logo and graphic identity program, and a set of brochures that will be used collectively to disseminate information to target audiences. Since all else is dependent upon this material, the first and most important step of this process will be to design a logo and graphic identity program for IMT. Meetings with the representatives of the MWRI Communication Unit have indicated that the in-house team is quite capable of doing much of the initial legwork of IMT/PAC design and production. It may be necessary to procure the services of a commercial graphic designer and a visual artist to help in the initial start-up, but for the most part, a strong structure already exists for IMT/PAC activities. By centralizing the production in-house, subcontracting only when necessary, all material related to this program can benefit from the attention of a single monitoring unit and, thus, have an established “look” that is never compromised.

IMT/PAC materials should be expanded after the Pilot Program is launched. A ten-minute video program serving as an anchor for seminars and talk shows should be produced before the end of the short-term. A list of other tools is recommended as well. These elements include:

- Print Program (brochures, pamphlets, leaflets, inserts, posters and activity booklets)
- Press and Broadcast media (Newspapers, Magazines, Television and Radio)
- Seminars, Workshops and Information Days
- A web page on the Internet

The Implementation Plan

The proposal for implementation provided in this report gives a plan and timetable for the production and dissemination of the information for the target audiences. The printed materials will be used as a foundation for all the other media to insure a level

of accuracy and quality control and to reinforce the MWRI's brand awareness. The introductory video will be used as a centerpiece for TV "talk shows" and news programs. It will also serve to set a standard for the quality of information transferred to target audiences at seminars, conferences, focus meetings and information days.

The report includes recommendations for tools that should be produced in the short and medium-term to maintain the flow of information between the IMT program and participants. It is most important that the IMT/PAC Team, working within the Communications Unit, pay very close attention to the changing needs and attitudes of its audiences throughout the short term of IMT/PAC in order to best assess what sort of tools and messages should lead the program into the medium and long-term.

Dissemination of information during all three phases of the campaign requires careful planning and preparation. In order for the MWRI Communications Unit to do an effective job of distributing this information to target audiences in Egypt, and maintaining a close relationship with each, given the limitations of its staff and budget, an IMT/PAC Team must be created to work full-time on program related activities. This Team should be comprised of four full-time staff hired specifically, or shifted from another assignment, for the IMT/PAC Team. Included on the team should be at least four part-time collaborators from the MWRI Communications Unit. Working within the Communications Unit with direct responsibility to an IMT office in the MWRI, the IMT/PAC Team will generate the materials and facilitate implementation.

After many of the tools have been created for the Pilot Program, the full-time staff could be reduced to two members. However, it takes a great deal of time and dedication to build partnerships with many other organizations, to create effective networks for disseminating the materials and to generate efficient tools for a growing IMT program. The tasks will only increase as the program moves into the medium term in January 2003, when expansion in other areas in Egypt will begin. Thus, it is not suggested to reduce the full-time staff of the IMT/PAC unless there is no other choice. Strengthening an IMT/PAC Team, whatever its components and size, and building the necessary networks to assure IMT/PAC success must begin before the materials are published.

A Pilot Program will act as a base for the growth of IMT/PAC. By starting slowly and developing a solid foundation on which the program can expand, the IMT/PAC will benefit from the feedback on and impact of the initial materials. It is suggested that the following items act as this foundation:

- Graphic Identity Program
- Pocket Folders
- Report Covers
- Stationery materials
- Introductory Tri-fold
- FAQ for Engaged Public
- FAQ Farmers Series #1
- FAQ Farmers Series #2
- FAQ Farmers Series #3

- FAQ Farmers Series #4
- Field Staff Guide
- Fact Sheets Layout
- Posters
- Stickers
- Activity Booklet

As the IMT/PAC begins addressing the short-term objectives of IMT, these tools will set the standard for all information relating to the program, clarifying all policies and practices, roles and responsibilities for all target audiences. The video and audio programs to be developed in the short-term and medium-term should all be based on this core material. Seminars, workshops and informational days should use these tools to improve the level of understanding and encourage participation of all the target audiences.

To move forward, produce the materials and organize the activities needed for the short-term, three approaches are being proposed. Each approach relates directly to the amount of participation the MWRI Communications Unit can contribute. One has the IMT/PAC Team created in full cooperation with private sector professionals. The second has partial cooperation, and the third approach has the MWRI Communications Unit implementing the program entirely on its own.

The ideal approach would be the first one in which there is a full collaboration between the Communications Unit and private sector professionals in the creation of an IMT/PAC Team. This would involve contracting four full-time staff to take-on the many responsibilities of the IMT/PAC Team. This Team would work within the Communications Unit and hire artists, musicians and other professionals on a commission basis, when the talent is not available in-house, to create the best possible tools for delivering the IMT message. The ideal approach would cost the MWRI \$144,500.00 for the first 18 months, i.e., the entire short-term. The two other approaches and their costs are outlined in the report.

It must be noted that if the MWRI decides to move forward with the first approach, the IMT/PAC Team should be strong enough to be able to accomplish all of the objectives of the IMT/PAC effectively while also focusing its attention on resource mobilization for future initiatives. An efficient IMT/PAC will have increased chances of attracting corporate and industrial sponsorship of future MWRI outreach in the medium and long-term. Achieving excellent results in the short-term will attract many partners to the efforts in later stages.

1 Introduction

The transfer from the GOE to stakeholders and/or the private sector of major management responsibilities for sections of the irrigation system above the mesqa-level is a bold advance toward the goal of participatory management and privatization of the irrigation system. Irrigation management transfer (IMT) is a major feature of irrigation delivery in many other countries, and is now being introduced in Egypt. Successful implementation of IMT in Egypt represents a major turning point for this process taking hold at the grass-roots level.

Under the Egyptian model, private sector entities will assume managerial control, but not ownership, over the physical infrastructure and its operations. During the pilot phase, these management entities will operate over relatively large areas at the secondary level of the irrigation/drainage system, and are in the form of Branch Canal Water User Associations (BCWUAs). Later, as the program is expanded, these entities may be private irrigation companies, cooperatives, or shareholder enterprises. These entities will be financially autonomous, within the parameters established by enabling statutes or decrees, and will be able to hire or contract for technical operational and management services (O&M).

IMT will set in motion a long-term evolutionary process allowing the GOE to significantly reduce its costs while continuing to expand its coverage and services in other areas. It is apparent that the GOE cannot continue to provide the present quality and range of infrastructure services, including system O&M to new areas, and still provide high-quality services in the old lands in the Nile Delta and Valley. In addition, there will be increased equity in water delivery, anticipated increases in farm income, and sovereignty or direct user control over the resources.

1.1 Objectives of the IMT Program

The MWRI has a great deal to contribute to agricultural production and economic development of Egypt. By transferring responsibility for water management and making necessary improvements in irrigation, IMT is a sound investment in the future of water availability in Egypt, and subsequently, the stability of the nation. The IMT model allows the private sector to take managerial and financial control over operation and maintenance. This will result in direct and immediate reductions in government expenditures, freeing government funds to be focused on those tasks the private sector is unable to effectively undertake. The objectives of IMT include:

- ◆ An overall reduction in the cost of irrigation
- ◆ Enhanced financial self-reliance of irrigation plans
- ◆ Expansion of service areas
- ◆ Greater irrigation water efficiency
- ◆ Higher quality technical services to end-users
- ◆ Changes in cropping intensity and yields due to better management and services

1.2 IMT Implementation Plan

<p>PHASE I (end of 2000)</p>	<ul style="list-style-type: none"> • Legal reforms supporting the IMT process. • Formulation of IMT policy. • Mobilize political support as legislative and executive levels • Consensus among stakeholders through multiple focus group meetings workshops and conferences.
<p>PHASE II (ending 2001)</p>	<ul style="list-style-type: none"> • Four pilot areas to be focus of IMT policy testing process, representing a variety of operating management environments. • Contracting procedures between MWRI and private sector to be formulated .To include detailed description of stakeholders' role. • Training of stakeholders, particularly regarding O&M and organizational management. • Process documentation by IAS in pilot areas. • Review and refine IMT policy, based on results of the pilot phase.
<p>PHASE III (ending 2002)</p>	<ul style="list-style-type: none"> • Consensus agreement on methods of revenue generation, including direct assessment and contracting for works and services • Pilot area replication and extension • Major responsibilities to be transferred to the users at the branch canal level focus on O&M.
<p>PHASE IV (5 Years ending of 2007)</p>	<ul style="list-style-type: none"> • Issuance of ministerial decree sanctioning the method of revenue generation for the pilot areas and negotiations of transfer time table • Capacity building: BCWUAs take charge after having received adequate training and on-site supervision MWRI to supervise and provide on-going TA. • Monitoring and Evaluation of IMT process using combined economic, engineering and PRA methods. • Pilot developed for federation of BCWUAs. • IIP and EPADP sub-surface drainage amalgamated into one program at water district or public canal level. • Policy/program evaluation and refinement
<p>PHASE V (5 Years ending (2012)</p>	<ul style="list-style-type: none"> • By 2012 IMT to have been implemented at the public canal level (moderate size). Each branch canal or secondary drain on the public canal system will be turned over to users in preparation for the public canal level. • Continuous M&E. Impact assessment.
<p>PHASE VI (10 years ending 2022)</p>	<ul style="list-style-type: none"> • Consolidation of federation into district command areas
<p>PHASE VII (Post-2022)</p>	<ul style="list-style-type: none"> • Main canals and drains transferred to private management Implementation of IMT at regional level (e.g. East Delta, West Delta, etc.)

1.3 The IMT Public Awareness Campaign (IMT/PAC)

In order for IMT to work properly, there must be a free-flow of information between all participants - farmers, MWRI officials and field staff, the government and other ministries, the press and media, and the general public. For IMT to be effective, its objectives and operation must be transparent and good communications practice is essential. Winrock International has designed this Public Awareness Campaign proposal that includes a comprehensive strategy and a set of communication tools to educate all targeted audiences how to participate in and support IMT. The purpose of the IMT/PAC is to:

- ◆ Support the development of the IMT program in Egypt by implementing a comprehensive broad-based communications outreach initiative targeting everyone whose participation and involvement is needed.
- ◆ Enhance the level of understanding of IMT among the key target audiences and, ultimately, the population of Egypt.
- ◆ Provide educational tools that upgrade the ability of the MWRI, especially a core group of field engineers, irrigation extension agents and Communications Unit task managers, to transfer IMT ideas effectively and efficiently to the target groups.
- ◆ Create a systematic approach for information distribution and dissemination, capable of serving a variety of target audiences fluidly upon demand.
- ◆ Develop an initiative with other Ministries and the "engaged" public to increase awareness of water conservation issues in Egypt
- ◆ Develop a routine program of conferences, workshops and seminars that invite all target groups to continue upgrading their understanding and involvement in IMT.

1.4 Specific Objectives of IMT/PAC

1.4.1 Short-term Objectives (September 2001 to December 2002)

- ◆ To design, develop, and produce a Pilot Program that will comprise a basic set of communications tools to provide user-friendly information about IMT for the key target audiences:
- ◆ To promote the understanding and consent of IMT among all target groups.
- ◆ To motivate strong support for IMT from all target groups, especially political leaders and policy makers.
- ◆ To develop a Mission Statement, Logo and Graphic Identity System for IMT to begin the process of creating “brand awareness” for this program, distinguishing it immediately as an innovative new approach that must be taken seriously by all target audiences.
- ◆ To assist in the development of BCWUAs by motivating farmers and field engineers, alike, enabling them to serve the critical role that they must take in IMT.
- ◆ To identify what fits and doesn't fit the IMT model in Egypt, in order to assist in fine-tuning of the program.
- ◆ To facilitate the creation of new BCWUAs.
- ◆ To attract new donor investment in IMT and other initiatives of MWRI.
- ◆ To develop tools for measuring the effectiveness of the pilot program.

1.4.2 Medium-term Objectives (January 2003 to December 2007)

- To reach a larger number of farmers in the pilot areas and extended target areas with a PAC program that promotes a clear understanding of IMT and strong motivation among the target groups.
- To continue to motivate strong support for IMT from all target groups.
- To help farmers make improvements on IMT and the efficiency of water management in their areas. To promote increased agricultural responsibility and efficient water usage by farmers all over Egypt.
- To promote increased responsibility and efficient water usage by all target audiences, making water conservation a source of Egyptian pride and prestige.

- To continue providing reliable, timely, comprehensive, user-friendly information to help IMT grow, keeping it transparent and efficient.
- To continue assisting in the development of BCWUAs by motivating farmers and field engineers, alike, enabling them to serve the critical role that they must in IMT.
- To identify what fits and doesn't fit the IMT model in Egypt, in order to assist in fine-tuning the program.
- To facilitate the creation of new BCWUA's.
- To promote IMT as a model for privatization efforts.
- To attract new donor investment in IMT and other initiatives of MWRI.
- To develop new tools for measuring the effectiveness of the pilot program and incorporate the lessons learned into a more effective long-term communications and education plan.
- To make an increased concerted effort to reach the engaged public and general public.

1.4.3 Long-term Objectives (From January 2008 to December 2022)

- ◆ To create a sense of national pride in the successful efforts of all target audiences to have taken on the ambitious goals of IMT and to have redirected irrigation management in Egypt.
- ◆ To help IMT grow in powerful and enabled societies, remaining fair, transparent, efficient and effective.
- ◆ Link IMT with other ministry programs when promoting water conservation in general to assure no overlap or contradiction in MWRI presentations.
- ◆ Promote interstate and regional cooperation in IMT expansion.
- ◆ To create a system that consistently provides timely, relevant, accurate information to the public and all IMT participants.
- ◆ To share the experiences of IMT in Egypt with other countries embarking on similar irrigation policy.

1.5 Obstacles and Opportunities

In designing an effective communications plan, it is essential that we carefully examine both the obstacles and the opportunities being presented. We need to have a

clear sense of the landscape as it exists now so we can design solutions that help overcome the obstacles and take advantage of opportunities. In effect, examining the obstacles and opportunities provides a point of departure in creating the plan. The obstacles and opportunities are summarized briefly here and discussed at length in the Analysis section of the report.

1.5.1 Obstacles for IMT/PAC

- ◆ Significant information deficits among all audiences about IMT. There hasn't been any attempt until now to publicize and communicate the program to an expanded group of target audiences.
- ◆ Absence of highly visible local success stories to build confidence in IMT.
- ◆ No previous experiences to fall back on, farmers need to be freshly recruited and convinced to enlist in IMT.
- ◆ BCWUAs are still in the formation stages and some fine-tuning of their structure might limit the time usage of the informational materials being produced.
- ◆ The status quo is difficult to change: the irrigation system is traditionally the responsibility of the GOE, specifically the MWRI.
- ◆ Potential resistance from farmers and maybe from some officials.
- ◆ Incentives for IMT either unknown or not well understood.
- ◆ Fear of the unknown.
- ◆ Issues and concerns about the diminished role of MWRI after IMT has been implemented.
- ◆ Issues/concerns about the costs of IMT and whether or not water is being sold.
- ◆ Mounting an effective PAC for a wide-variety of target groups in Egypt with communications manpower and financial resources already stretched to the maximum.
- ◆ Absence of legal framework and funds needed.

1.5.2 Opportunities for IMT/PAC

- To create an engine for economic growth by furthering the objectives of IMT.
- To transfer effectively to farmers the responsibility for improved water management.
- To open the door to new farming possibilities needing more secure water resources.
- To stabilize agricultural prices through more efficient water usage.
- To increase jobs and employment possibilities in Egypt.
- To upgrade the communications skills of the MWRI.
- To set higher standards for public awareness campaigns in Egyptian Ministries.
- To create a national wave of concern and interest in water issues, quantitative and qualitative.
- To mobilize the public sector in policy making.

1.6 Proposed Methodology

The tasks of designing, producing and implementing the Public Awareness Campaign (PAC) have been divided into four phases. The first two phases are scheduled to be complete by early September 2001. The MWRI Communications Unit, in collaboration with the IMT Benchmark Working Group, the EPIQ Communications Specialist, and a commercial graphic designer, will craft print materials to launch the Pilot Program of the IMT/PAC. While there may be some overlap in activities from one phase to another, the basic tasks for each are as follows:

<p>Phase I</p>	<p><i>Analysis and Strategy Development</i> – This phase began with a thorough communications analysis of the environment where IMT is being introduced and the goals/objectives for launching the campaign. The phase ends with the submission of this Plan of Action, describing the situation, identifying problems, defining a strategy and prioritizing objectives and tasks. For all intents and purposes, this should be a clearly defined, well-articulated communications strategy and production schedule for the Pilot Program in the short-term, and continuing development in the medium and long term.</p>
<p>Phase II</p>	<p><i>Design</i> – Following the review and approval of the plan by the MWRI, design of program prototypes begins. This involves the creation of the communication tools described in the plan – the logos, brochures, video program, TV and radio spots, press releases, and other tools that will be used to deliver the information needed by the various audiences. Production - Prototypes of program materials that were designed in Phase II will be produced in the appropriate quantities needed for distribution to the targeted audiences.</p>
<p>Phase III</p>	<p><i>Implementation, Dissemination and Continued Evaluation</i> – The communications tools developed in Phase III will be ineffective unless they reach their intended audiences. Phase IV involves the delivery of information to the public and the systematic evaluation of the impact these tools are having. Continued effectiveness depends largely on the ability to measure PAC results and react to changing needs.</p>

2 Phase I — Analysis and Strategy Development

The primary task of Phase I was to gather information about the audiences, their attitudes, perceptions and misconceptions, social and economic conditions, the environment in which they live, the media environment, past communications activities and other information necessary to formulate a strategy to design for IMT/PAC and produce the Pilot Program. Information gathering has been at the forefront in this first phase of the project. This activity will continue to be, in formal and informal ways, an essential task throughout the life of the program. A two-way flow of information is the only path to better understanding the developing particular interests and concerns of each of the different audiences. It is only through this better understanding that one can continuously provide efficient communications materials and activities to the target audiences.

Through the IMT Working Group meetings and interviews with key players in IMT and the MWRI, it has been determined what each audience group must know in order to participate in and support the program. Perceptions and misconceptions are often determining factors in the level of participation or level of support of the target audiences, so it has been important to pay close attention to this area. By using findings from the MWRI *Knowledge, Attitudes and Practices of Egyptian Farmers Towards Water Resources (KAP)* report and assorted EPIQ publications, along with other information provided by the MWRI, the environment in which IMT is being launched and the current levels of awareness and communications conditions, have all been examined.

Any major national policy change, especially one as innovative as IMT, stirs resistance from some quarters. It's important to understand the nature of the resistance so we can address it appropriately. Individuals and groups from a variety of sectors were interviewed- MWRI staff, irrigation engineers and farmers - in an attempt to identify an appropriate approach for the IMT/PAC. It must be noted that all communications programs must originate from the source. The ideas and issues to be communicated must be those that the key players of IMT deem important and worthy of transfer. This Plan of Action is thus the result of a group effort. The ideas presented within are those that the IMT Working Group has decided upon as the most essential for the efforts required.

2.1 Overview of Irrigation Management in Egypt

The primary Government of Egypt agency responsible for water resources management is the Ministry of Water Resources and Irrigation. As such, it is mandated to plan, construct, operate, manage, and maintain the irrigation and drainage network in Egypt. The MWRI distributes irrigation water to Egypt's "old lands" by diverting water at various points from the Nile River to principal canals, which, in turn, feed a complex network of main canals. Water is generally supplied throughout the network below the surrounding farm ground level, which requires farmers to lift water (using pumping devices) from the watercourse supplying their farms.

In 1981, the MWRI initiated the Irrigation Management Systems Project (IMS) with USAID funding. The IMS Project was amended in 1984 to take advantage of the

seven-year Egypt Water Use and Management Project (EWUP, 1977-84), an interdisciplinary project implemented by the MWRI. The recommendations of that project related to farmer participation in irrigation management were:

- Farmers should be involved in improvements to the water delivery system,
- Farmers must play a role in ensuring more efficient operations, improved maintenance and protection of physical works,
- Farmers should become involved in management of water,
- The need for a special well-trained cadre of professionals (IAS) for generating new farmer responsibilities related to water delivery, water use and organization of farmers and to train farmers in these skills,
- Continued farmer involvement is essential for improved operations, water scheduling, mesqa improvements and renovations of branch canals.

As a successor to EWUP, the Irrigation Improvement Project (IIP) was added as a component of IMS in 1987, and has since evolved organizationally to sector status within MWRI with a number of projects for irrigation improvement assisted by several donors and international lenders. Participatory irrigation management began in a formal way under the IIP, and while many lessons have been learned, insufficient monitoring and evaluation were carried out documenting the impact. A successor phase of the IIP, funded with assistance from KFW, the World Bank and local funds, is being carried out as part of a seven-year program. Proposals are underway, with cooperation from other funding resource agencies, for expanding the IIP development package to other command areas.

Under the APRP program of USAID, policy reforms were achieved during 1997-1999 that further strengthened the process of expanding user participation at secondary levels of the irrigation/drainage system. MWRI promulgated a policy allowing for the formation of secondary-level *Branch Canal Water User Associations*. One of the seminal recommendations from that BCWUA policy was to develop and pilot-test a policy on transferring selected water management and operational functions. The GOE transfer of major management responsibilities for sections of the irrigation system above the mesqa-level to stakeholders and/or the private sector is a bold advance toward the goal of participatory management and privatization of the irrigation system. Although irrigation management transfer (IMT) is now a major feature of irrigation delivery in many other countries, this present program under discussion is the first attempt to introduce IMT in Egypt. Successful implementation of this benchmark will be a major turning point for this process to take hold at the grass-roots level of the GOE.

Unlike earlier irrigation improvement efforts in Egypt (e.g. EWUP, ISM, and IIP), which can be classified as “*farmer participation in irrigation improvement*”, the IMT model allows the private sector and civil society to take managerial and financial control over operation and maintenance. This will result in direct and immediate reductions in government expenditures, freeing government funds to focus on those tasks the private sector is unable to effectively undertake. In the approximately 30 countries where IMT has been introduced so far, the types of reported impacts include:

- An overall reduction in the cost of irrigation,
- Enhanced financial self-reliance of irrigation schemes,
- Expansion of service areas,
- Greater irrigation water efficiency,
- Higher quality technical services to end-users, and
- Increase in cropping intensity and yields.

The incentives for the GOE and farmers to undertake this initiative, therefore, are clear and compelling. As a condition of handing over responsibilities, management transfers are often accompanied by physical rehabilitation of the systems. In most countries, service quality improvement and sustainability of such efforts have remained constant or have improved.

Under IMT models in other countries, private sector entities assume managerial control, but not ownership, over the physical infrastructure and its operations. These management entities normally operate over relatively large areas, and can be in the form of water user associations, irrigation districts, water management districts, private irrigation authorities, cooperatives, or shareholder enterprises. They are usually financially autonomous, within parameters established by enabling statutes or decrees, and are able to hire or contract for technical operational and management services. Management transfer can be partial, incremental or total.

MWRI, through this IMT policy initiative, has set in motion a long-term evolutionary process, which will allow the GOE to significantly reduce its costs while continuing to expand its coverage and services in other areas. Management transfers that occur in a supportive socio-technical context result in improved quality and efficiency of irrigation water delivery, which in turn will enhance profitability of irrigated agriculture and decrease the cost of irrigation.

2.2 MWRI Policy on Irrigation Management Transfer

In December 2000 the MWRI promulgated a major policy on irrigation management transfer. The policy on IMT, which mandates handing over water management responsibilities from the GOE to stakeholders and/or the private sector, focuses on the major management and operational responsibilities irrigation and drainage network sections above the mesqa-level:

In a phased process of application, the MWRI will transfer selected sub-sections of Egypt's irrigation and drainage network to users and/or the private sector acting on behalf of the users.

This policy will become the guiding parameter for all major participatory water management interventions, including establishment of water boards and councils, and has already impact directly on the revision of the Egyptian Government's laws on irrigation and water management.

2.3 Identifying the Stakeholders and Audiences

This section represents the general assessment of the stakeholders and audiences whose participation in and support of IMT could be engaged through a communications and education program. Here an attempt is made to delineate program goals for each of these groups, recognizing the specific characteristics and needs of each. The analysis has led to definition of ten target groups for the IMT/PAC, those audiences whose support and participation are believed to be essential to the success of IMT. They are:

- Farmers
- Press and Media
- MWRI
- Religious Bodies
- General Public
- Ministries and Government Agencies
- Non-governmental organizations
- Politicians and Decision Makers
- Donor Organizations
- Industry and Municipalities

The 10 target audiences of the IMT/PAC were narrowed down into less fragmented groups to be able to focus our efforts and serve overlapping needs more efficiently while avoiding redundancy in message delivery. Communications materials are not cheap so it is wise to make the best use of resources and combine audiences when possible. The creation of the "engaged public" category serves to regroup five target audiences that tend to have considerable similarities in needs into one. These audiences are all educated and in some way engaged with water issues for their own purposes. The result of the restructuring can be seen with the following six categories of target groups, listed in order of priority and importance for IMT success:

1. Farmers
2. Press and Media
3. Religious Groups
4. MWRI Officials
5. Engaged Public
 - Other Ministries
 - NGOs
 - Politicians,
 - Donor Organizations
 - Industry
6. General Public

2.4 IMT/PAC — Target Groups

The following charts provide details about the different subgroups of audiences within each of the six target groups.

1. Farmers

- Four pilot areas
- Educated or non-educated
- Large and small farmers
- Head or Tail
- Owners or tenants
- Improved or non-improved land systems
- Male or female
- Old or new lands

2. Press and Media

- Newspapers
- Magazines
- Television
- Radio

3. Religious Bodies

- Muslim organizations
- Christian organizations

4. MWRI

- Senior and Middle Management Officials
- Engineers (district) and Field Level Staff (technicians)
- Mechanical & Electrical Department
- National Water Research Center
- Water Communications Unit
- Drainage Authority (EPADP)
- Water Policy Advisory Unit
- Irrigation Department
 - Irrigation Advisory Service
 - Irrigation Sector
 - Irrigation Improvement Sector
 - Groundwater Sector
 - Horizontal Expansion & Projects Sector

5. Engaged Public

- Other Ministries and Government Agencies
 - A. MALR
 - B. Education, Youth, Culture, Sports
(*schools, universities, community centers, sports clubs and cultural venues*)
 - C. Environment, Transportation, Interior, Planning and Finance
- Non-governmental organizations
 - Red Crescent Society
 - Social Fund for Development
 - Cooperatives
 - Teacher's Associations (Parent/Teachers)
 - Syndicates of Engineers, Agronomists, Lawyers
- Politicians
 - People's assembly
 - Shura Council
 - Local Councils
- Donor Organizations or support groups
 - Multilateral Donors: UNDP, IFAD, World Bank, IDRC
 - Bilateral Donors: USAID, JICA, Gof Netherlands, KfW, Gof Italy, Canada
 - American University in Cairo (Desert Development Center)
- Industry and Municipalities

6. General Public

All Egyptians not included in the first 5 target groups:

- Educated and Uneducated Adults
- University Students
- Children of All Ages
- Elderly Citizens
- Housewives
- Unemployed Population
- Others from All Backgrounds and All Professions

2.5 Close-up: The Target Audiences

2.5.1 Farmers

The IMT/PAC must be very effective in reaching those people most directly affected by the program: the farmers themselves. The campaign should introduce them to the merits of participating in IMT for their own benefit, both now and in the future. They must have an in-depth understanding of IMT policy, the costs, benefits and responsibilities of themselves and the government. Next, they must be acquainted with the policy, accept it and foster enough confidence in it in order to take it on.

When communicating with farmers these responsibilities and all of the messages that they need to know about IMT, it is essential to pay close attention to their individual characteristics as a target group. They have special needs that differentiate them from everyone else being targeted. These needs relate directly to such issues as their educational background, traditional farming practices, the types of farming activity, and size of operation. The messages for them and tools used to transfer these messages will have to be tailored and framed in a way to best obtain their attention and effectively transfer the needed information.

Within this target group, there are also subgroups. The IMT/PAC should make an attempt whenever possible to take into consideration the special needs of each subgroup of farmers when framing its messages and conducting outreach. In the short-term, it may not be financially feasible to create a significant amount of specialized material to speak to the diverse needs of each. This can be attempted on a basic level or in subtle ways through the material to be used for the entire target group.

However, as the program moves into the medium-term, these issues should be considered in much greater detail in order to adapt the messages more effectively and to better communicate with all. The following list reflects the basic characteristics of the farmer groups that the Public Awareness Campaign will need to consider:

- Four pilot areas
- Educated or non-educated
- Large or small farmers
- Head or Tail
- Owners or tenants
- Improved or non-improved lands
- Male or female
- Old or new lands

2.5.2 The Press and Media

In order to receive proper and beneficial attention of the press, IMT should be elaborated in a transparent, honest, and forthright way. The press and media will not tolerate less than this. As the success of IMT, and all public policy initiatives, requires the presence and active participation of an informed press, it would be wise to consider this target group as a partner. When treated as partners by the MWRI, they will, for the most part, respond by playing a positive, proactive role in the

development of the program. If they are neglected and not courted for the importance they bring to the table, they can respond negatively and create long-term damages, problems and obstacles for the successful implementation of IMT by the MWRI.

The media in Egypt is composed of three basic groups that include:

- Commercial print and broadcast media
- State owned broadcast media
- Government Information Services

The press and media, up until the date of the writing of this report, had not been informed formally about IMT. Their knowledge of the program, its benefits to farmers and to water usage, is limited to rumors. If they are aware of this initiative, it is difficult to access whether or not they have been informed by reliable sources. It is even more difficult to believe that rumors have communicated, or will communicate, well the essential decisions made by the MWRI, the new laws and regulations, to make IMT possible. They undoubtedly will have unclear perceptions of the benefits this program brings farmers. They will not know whether or not the farmers are accepting to move forward with this initiative of their own free will. This means that the PAC will have to start from scratch and work fast to set the record straight. The following are some general observations about the nature of press that should be considered at all times:

- The press is usually hungry for information and welcoming of a collaborative approach for working with them.
- Water issues, in a country such as Egypt, are always in fashion. The news value of reporting on new initiatives in this sector is relatively high.
- The editors and managers of newspapers are aware about the level of interest in water issues on the part of their readers. This affects assignments and priorities in terms of reporters' time. The MWRI must take advantage of this favored status and find ways to make water news even more compelling for the audiences.
- Some of the print media tends to focus almost exclusively on negative aspects of the efforts of the Egyptian government. This "opposition" press has the potential of initiating huge misunderstandings on the part of the general public and other target groups about IMT, thereby making it even harder to present an accurate account of what is taking place.

If the IMT/PAC takes a proactive approach in dealing with the press and media, it has a greater chance of transferring important messages to assure the proper understanding of the concepts and benefits of IMT. Information should be readily available with easy access. If one is to expect accurate reporting from the press, one should provide accurate information quickly, generously and politely. Furthermore, we must not only think of the press as a target for our campaign, but more importantly as a powerful vehicle for PAC information dissemination. When the press and media feel that the MWRI wants them as partners in this effort, and are willing to do a lot of

the work for them by providing timely and honest information, they will give positive frequent coverage to the program.

It should be noted that elements of the press that traditionally take opposing stances on MWRI projects will always be in opposition as long as they feel excluded. Some effort must be made to win them over. The issues surrounding IMT seem to be clean and clear-cut in terms of how beneficial the program is for Egyptian farmers and Egypt. These ideas must be communicated to favorable press as well as the opposition. The MWRI should make every effort to reach out to all press and media organizations in an unbiased nature. What is finally reported is ultimately in their hands. The IMT/PAC can only exert influence on this better if there is an open line of communications.

2.5.3 Religious Bodies

Religious bodies, if properly approached, can play an essential role in the success and growth of IMT. It might be more accurate to note that, without their support, IMT has little chance of surviving. In a country like Egypt, where religion is a way of life more than a weekly ceremonial devotion, the opinions of the religious leaders in public policy can be influential. IMT/PAC should keep this in mind at all times, continuously providing the right message to this target group at the right time.

Fortunately, IMT compliments, in many ways, the teachings of the two largest religions in the country. Conservation and efficient usage of God's gifts to humanity are strong messages in both Islam and Christianity. This exempts the MWRI from the task of having to win this target group to the cause. The religious bodies are on board, so it is simply a matter of activating their participation and role in making IMT a success.

It is not clear whether or not religious leaders are fully aware of the water crisis facing Egypt in the coming years. Thus, the IMT/PAC should assume nothing about what this group considers priority in water related issues. It must work to promote a better understanding of the country's water problems while teaching the concepts and benefits of IMT. If the religious bodies understand the basic ways that IMT will enhance the socio-economic situation of Egyptians, with no negative affects on their faith, they will accept IMT and promote it in a partnership.

Religious bodies have great potential for acting as a vehicle for transporting essential information to the farmers and other target groups. Recruiting local mosques to the dissemination effort would provide an invaluable network.

2.5.4 MWRI

It should not be taken for granted that everyone within the MWRI has a clear understanding about IMT. This could lead to embarrassing situations in which those responsible for implementing the program have noted information deficits. A sound effort to do some internal communications work and upgrade the level of understanding of the MWRI staff about IMT could prevent many public relations disasters in the coming years.

The IMT/PAC should address this issue seriously and make sure that IMT policy, the costs and benefits, are well known by all those in the MWRI. It is not enough that the involved MWRI staff, understand and accept the program, by providing them with good tools for communicating, but they must have the confidence enabling them to become full-time outreach agents for IMT.

Although there are subdivisions within this target group, corresponding to the varied roles and responsibilities in the MWRI departments, the messages and means of communicating with them are relatively uniform. Nevertheless, in order to best address the particular needs, this target group should be divided into two subgroups:

- A. Senior and Middle Management Officials*
- B. Engineers and Field Staff*

It has been reported by IMT Working Group that the senior and middle management officials are sometimes confused by the particular features of IMT. Some officials do not even recognize that this is a specific program, different from and independent of other initiatives of the MWRI. This should be expected considering the number of projects officials have to track at any given time. As these officials will indirectly be providing information to many of the target groups through everyday comments and references to the program, it is of utmost importance that they have a clear understanding of IMT. By targeting them with information, MWRI can develop the internal human resources in favor of IMT and win allies for the program. In essence, the IMT/PAC Team should move IMT to the top of the list for all MWRI officials, not only making it a known entity, but a highly valued one as well. Knowledge of and enthusiasm for IMT on the part of MWRI officials and staff is critical for program implementation and good public relations.

The PAC must also develop and train a core group of field staff and engineers to keep IMT operating efficiently and transparently. This group might include MWRI staff and representatives from the IAS. They will have to understand and know very well their new roles in order to perform them effectively. They will also have to be reassured that they are not working themselves out of a job by promoting IMT. Dispelling the fear of becoming redundant should be addressed seriously. Through human resource development initiatives, the PAC will not only improve the technical level of cooperation and coordination in this targeted subgroup, it will raise the spirits and enthusiasm of those working closest to the farmers. The will to communicate IMT is as important as being familiar with the technicalities. An enthused, well informed, well trained and well-equipped field engineer will be more effective in warranting the trust of the BCWUAs and local farmers.

The current absence of previous Egyptian experiences in IMT is perhaps the most serious obstacle to the program's success and growth. Therefore, motivating farmers through a well-trained and well-equipped MWRI staff is a high priority. The IMT/PAC Team must promote the need for IMT and show it as an opportunity that should not be passed by.

2.5.5 The Engaged Public

This target group is comprised of government and non-governmental entities that are engaged in one way or another with water issues, farmers or education. The group is large in number but, fortunately, similar in some basic aspects important to IMT/PAC. All of those in this group are literate, educated and directly concerned with the success of IMT. They are, in some respect, a "general public" in that they have peripheral association to the program. However, the character of these audiences is such that they are all in some way or other engaged in water, agricultural, education or social issues. It is the goal of the PAC to recruit them to the IMT efforts, in an attempt to set-up additional dissemination networks. Included in the Engaged Public category are ministries, the MWRI, non-governmental organizations, politicians, donor organizations and industry.

The way of dealing with each subgroup might need some specialization, but for the most part the goals and objectives in targeting each are relatively similar. All of the subgroups of the Engaged Public have some link to water issues or education that makes it possible for them to understand the logic and need for IMT. If they accept IMT as a viable alternative and important national program, each of these subgroups will have its own unique way of supporting IMT and contributing to its success. When presenting messages to each, the role that each can play should be outlined with no ambiguity. If the MWRI wants the support of other ministries and entities, both governmental and non-governmental, it should ask for it directly and clearly. Some of these groups will have fears about the success of IMT. Will the program strengthen the BCWUA's to the point of making them a threat to the established authority? Will IMT, as implemented by the MWRI, change the way the MALR does farmer extension work? Could that affect the need for field engineers? Making it understood that IMT is in accordance with the objectives and programs of these other entities will strengthen the opportunities for collaboration. Communications between ministries in Egypt can be greatly improved. Everyone reports information deficits among governmental bodies and the need for more collaboration. IMT will have much better chances of surviving and thriving if other engaged entities know about it, and it demonstrates that it merits their support, cooperation and participation.

It must be said that non-governmental organizations are ready for private sector initiatives by the GOE. The support that IMT will provide farmers in organizing themselves to take on greater responsibility is a direct support for civil society. The NGOs will have new partners in the field and there will be a new spirit of working in non-traditional, less bureaucratic, non-governmental ways.

Without a doubt, the success of IMT will cause donor organizations to line up at the MWRI front door looking for ways to get involved, and share in the credit. These donor organizations are constantly looking for viable ways to invest in innovative water management reforms. Because of its environmental nature and major innovative reforms, a program like IMT, being on the cutting edge of socio-economic development, is attractive for such organizations. However, the attraction will not be rewarded with investment unless it is presented efficiently and effectively. IMT's expansion can be accelerated with more financial and technical assistance for donors. The MWRI should not wait for that support to just show up at the door. It must aggressively pursue it through a proactive IMT/PAC.

Because politicians and elected officials vote on enabling legislation, they are a high priority audience in the short term. Even though the regulations may need to be reformed and amended, the law is in favor of IMT. Nevertheless, some politicians might promote a platform contrary to IMT policy as a ploy to rally votes. Strong efforts must be made to reach politicians, as well as all audiences of the Engaged Public, to help them understand the importance of the new program in promoting sensible water management, jobs and economic development in Egypt.

Industries and municipalities can eventually play a role in financing some of the costs of IMT/PAC, if they are convinced that the program is paving the way for more secure water resources to be available for them and their new industrial ventures. They are not an essential group to target in the short term, but as IMT grows and begins to be viewed with national importance, entities such as industry will want to link their name to it. It could be good public relations for them. As such, they will become a viable source of alternative funding for IMT/PAC activities.

2.5.6 *The General Public*

The largest segment of the population being targeted by IMT/PAC is one we refer to as the general public. These are individuals who don't traditionally know that they have a vested interest in IMT. It is up to the IMT/PAC Team to convince the people of this group that IMT is indeed vital to their future. Although this target group may seem relatively unimportant for IMT objectives at the outset, without its support, IMT could suffer damages. Public opinion can influence the mood and attitudes of all of the target groups. The General Public can fuel controversy and create difficult obstacles for innovative work. People need to be "walked hand-in-hand" through major public policy changes in order to understand and support them. The IMT/PAC must engage them early and keep them "involved" before they form misconceptions and prejudices about IMT. This group includes:

- Educated and uneducated Public
- University students
- People from all sectors of society
- People of all backgrounds
- Unemployed people
- Elderly citizens
- Housewives
- Children of all ages

The general public tends to respond better to *concepts* rather than details. This target group will need materials that are more general in nature with a strong emphasis on user friendliness. The IMT/PAC should make sure that the goal remains to promote understanding. Global issues such as water usage and conservation can cushion the more specific details about IMT. When dealing with those in the General Public, the goals are for them to:

- Understand concepts and benefits
- Promote acceptance and support
- Not create problems
- Be influential with politicians

2.6 Perceptions and Misconceptions of the Audiences

Monitoring, understanding and responding to perceptions and misconceptions in each of the various target groups are important aspects of managing an effective communications program. It is imperative that the IMT/PAC Team makes “listening to the audience” a priority. Particular attention must be paid to the way people perceive aspects of the program. For example, there is a fine line here between how the farmers perceive the costs of IMT. While some may suggest that the program is a “creative ploy” for the government to begin pricing water, others might not have difficulty understanding that it is the improved services that cost, and not the water. There also seems to be a problem in Egypt with misconceptions about privatization and the government selling off public utilities in order to back out of responsibilities. These are important issues to keep in mind when creating informational materials for all audiences.

It is important to pay attention to perceptions because they affect people’s behavior. This is particularly true in relation to people’s perceptions of risks and rewards. Key groups may perceive the risks and rewards differently. Something that is simple may seem very complex. Some perceptions will aid in attempts to provide accurate information. Some are actually dangerous to IMT. In every target group ideas are formed based on rumors, misunderstandings, misinformation and untruths. These ideas are difficult to change. These must be focused on and provided positive information that stands to clarify that “misconception”. One important task of the communications program is to manage the perceptions of the target groups. This involves providing the information people need so their perceptions conform to reality.

Some general perceptions about water issues and IMT will work to the benefit of the IMT/PAC. When the target audience is fully aware of the existing water problems and the potential for crisis, it becomes engaged in the problem and naturally seeks information to satisfy their curiosity. Some people know that the current means of water management is inefficient and bureaucratic and “*something must be done*”. Some people have no knowledge or opinion about any of this. It is up to the IMT/PAC staff to persuade everyone into thinking that IMT is a likely solution to a big problem.

Some general misconceptions exist among all of the target groups about IMT and water issues. These could be harmful to IMT/PAC if not taken seriously and not addressed quickly and efficiently. One major misunderstanding is that there is no real water problem. The Nile looks the same now as it did last year and even twenty years ago. Another misconception is that water supply depends only on the good will of the government. For example, a typical fallacy might be that “If the MWRI wants there to be more water, there will be more water.” Some may think that IMT is only an attempt by the GOE to begin selling water and generating money for other purposes. Farmers may consider that IMT is too expensive and the responsibilities are too great. Some may believe that without the government backing, the system of irrigation is bound to collapse. Outlined below are the perceptions and misconceptions of each of the target groups, as determined through several brainstorming sessions of the

working group. These should all be considered when composing the messages and content of the communications tools to be used for IMT/PAC.

More details about the perceptions and misconceptions of the various target groups, as gathered from Working Group brainstorming sessions and interviews, are revealed in the table found in Annex 4.

2.7 Review of Incentives and Disincentives

It is not only how a person perceives an issue that determines his/her attraction to it or openness to take a closer look. Issues or ideas transport value for all target audiences. These benefits, if strong enough, can even be the sole attraction of the target to the program. Therefore, one must clearly understand these incentives and be sure to highlight them at every chance. Likewise, the disincentives must not be ignored. By considering the disincentives of participation in IMT when tailoring the messages, one can better position the incentives in presentation so as to attract to them more attention. The table in Annex 5 identifies some of the incentives and disincentives about participating in and supporting IMT. These can be very subjective according to the group, and even the subgroup. A farmer might not care whether or not IMT in Egypt draws from the experiences of similar irrigation programs in thirty other countries around the world. The real benefits the program has for him/her in terms of irrigation efficiency may serve as a stronger message. If the message is based on the previous experiences in other countries instead of the benefits in efficiency, MWRI might not be communicating optimally, because it is not referring to the most appealing incentives. (See Annex 5 for details about the incentives and disincentives of each target group.)

2.8 Modes of Dissemination

There are many basic modes of communication available in Egypt to use for disseminating information to target groups. The following illustrates a few. Among them are indicated those that are best for disseminating information to the target groups of the IMT/PAC.

<p>PRINT MATERIALS</p>	<ul style="list-style-type: none"> ▪ Brochures ▪ Pamphlets, etc ▪ Stickers ▪ Posters
<p>PRESS AND BROADCAST MEDIA</p>	<ul style="list-style-type: none"> ▪ Newspapers ▪ Magazines ▪ Specialized Journals (for Engineers, Lawyers, etc.) ▪ Television Public Service Announcements (PSAs) ▪ New Television Programs ▪ Existing Television Programs ▪ Radio PSAs ▪ New Radio Programs ▪ Existing Radio Programs
<p>SEMINARS, WORKSHOPS AND INFORMATION DAYS</p>	<ul style="list-style-type: none"> ▪ MWRI official and staff ▪ MALR ▪ Religious Leaders ▪ Press and Media ▪ For Engaged Public ▪ For Farmers ▪ Collective
<p>OTHER MEDIA</p>	<ul style="list-style-type: none"> ▪ Advertising ▪ The Internet - Web site ▪ “Road Shows,” speakers sent to community groups and association meetings ▪ Advertising Specialty items (pencils, tea cups, caps, t-shirts, calendars) ▪ Activity Booklets for Children ▪ Billboards ▪ Inserts to be delivered by Utilities Billing System ▪ Cassettes and Video Tapes

<p>EDUCATIONAL STRUCTURE</p>	<ul style="list-style-type: none"> ▪ Primary Schools ▪ Secondary Schools ▪ Colleges and Universities ▪ Adult Education Programs
<p>ADDITIONAL CHANNELS FOR INFORMATION DISSEMINATION Dissemination programs through religious bodies and friendly NGOs:</p>	<ul style="list-style-type: none"> ▪ Boy Scouts ▪ Red Crescent Society ▪ Social Fund for Development ▪ Cooperatives ▪ Teacher's Associations (Parent/Teachers) ▪ Syndicates of Engineers, Agronomists, Lawyers ▪ Mosques ▪ Churches

2.8.1 *Print Materials*

Printed Materials are useful for communicating information about the particular characteristics of IMT, how to participate, where to go and whom to contact for more information. Print is the best way to communicate hard information like facts and figures, terms, rules and regulations, lists and addresses. It is also good at explaining risks and rewards, incentives and other information focusing on why people should participate. Because print materials can be taken back into the home, they generally have a long life relative to other tools. Some print programs, such as billboards and activity booklets should be more general in presentation in order to assure that the message is appropriately relayed to the right target in an easy and friendly way.

It is expensive to create large quantities of effective print materials. When choosing to produce certain items, vigilant regard for detail in content, presentation and theme must be a guiding motto of the IMT/PAC Team. Mistakes made because of negligence are extremely expensive and often impossible to correct. If the appropriate attention is given to print materials during design and production, these materials will serve the IMT/PAC well. They will not only serve the informational needs of the target groups, but also establish a strong foundation on which all other program materials and activities can be based.

2.8.2 *Press and Broadcast Media*

Press and Broadcast Media are best at reporting on news events, changes in policy and clarification of policy, new rules and regulations and general information. The media in Egypt is competitive and often politically motivated. In order to reach a broad

spectrum of audiences, material must be disseminated to all legitimate press and media organizations.

The IMT/PAC Team should do its best to cultivate a positive working relationship with each representative of the press. While no media organization should be ignored, we should take advantage of specific television and radio shows that are good venues for information about IMT and water issues. Programs to pursue include talk shows and other programs that appeal to farmers, such as *Sir el Ard*. It must be noted that during interviews with farmers, it was explained that some educational shows are broadcast at inconvenient times, such as 16:00. It makes no sense to make use of television shows aired at a time when the target is not able to view it.

There are also television programs that have mass appeal to children. The "*World of Sesame*" is a new Egyptian production that has had wonderful results in reaching local children. (One of the field engineers in Damanhour explained how his children never missed this program. They wait for its broadcast daily and watch it from beginning to end with no lapse in concentration.) Shows like this have already established themselves as popular and effective in reaching children. Such educational programs could be approached with the idea of incorporating water issues into their programming. Plugging into already existing media programs should be a priority when attempting to transform the media into an effective vehicle. It is much less expensive to get the IMT message on some one else's TV program than to create and produce an entire show oneself.

Already existing talk shows could also be approached with the idea of round table discussions about water issues. To make the most of such opportunities, a short video program about IMT could be used as an anchor or centerpiece for the discussion. After the brief video presentation, a panel of participants representing the MWRI officials/engineers and farmers could entertain questions from the audience. This audience could be filled with a variety of target group representatives. Inquiries by telephone could also be entertained.

Press representatives might be willing to run weekly columns on topics related to IMT and water issues if they received the information in easy to use modules. It's not difficult to develop such modules from the print materials. Modules and similar inquiry response packages will make the process of communication very fluid and less demanding on the IMT/PAC Team.

2.8.3 *Seminars, Workshops and Information Days*

Seminars, workshops and information days are perhaps the most effective form of communication, but also the most costly. They are most effective because they involve direct face-to-face communication. Regardless of all the hype about the importance of media in communications, direct and interactive contact is indeed the most effective way of transferring information. At interactive events people can ask questions, probe issues and compare viewpoints. The communicator has more than one chance to make sure the message is passed and well understood. This is not the case in most other communications modes.

When organizing seminars, workshops and information days, one should always look for ways to be innovative. Often facilitators believe that when they are presenting a serious topic they should present it in a serious nature. They fear that if their approach is not traditional or classic, their message will suffer disturbing consequences. Contrary to this opinion, creating light and fun ways of communicating ideas is perhaps the most serious approach to transferring any message. If the audience is not "entertained", the message cannot pass. If the audience spends more time resisting sleep or wondering what sort lunch will be offered, they are not paying attention. Those who facilitate seminars should be well trained in effective ways of working with groups. Without attempting to simplify this too drastically, one word to maintain in at the forefront regarding this topic is "interaction". The more active the audiences are in the communications process, the more likely they are to capture the messages and hang on to them.

It is always helpful to have standard tools available at these events in order to assure the level of information being transferred is standardized. Never should anyone leave an information day empty-handed. The print material provided should be concise, user-friendly and target-specific. Advertising specialty items are always appreciated and surprisingly effective at such events.

A video program that acts as an anchor for these gatherings is most useful for assuring "quality" control of the transferred message. In order to bring an entire audience to a basic level of understanding before launching into detailed discussions about specific topics, nothing works as effectively as a brief video program, carefully prepared to present all the ideas that everyone should know.

2.8.4 *Other Media*

Advertising has high impact but it is expensive, carries little content and lasts for a very short time. For this IMT program, advertising could be used effectively for creating a demand for the publications of IMT or announcing workshops or seminars available to the public. When announcing the availability of the information, the advertising would simply inform the target who to write or call to obtain further information.

The Internet is excellent for carrying lots of information but it is available to only a small fraction of the audience that uses computers. Nevertheless, since key users of computers are the press and media, it is an essential tool for facilitating information delivery. An IMT web site could help make essential information available rather quickly and inexpensively, on a regular basis. The MWRI Information Unit, which operates the MWRI website, may be consulted to assist in the development of the IMT website.

"Road Shows", like seminars and workshops, involve direct presentations to groups and associations. This is a powerful way of reaching key groups because it is direct and interactive. Obviously, it requires precious staff time and considerable logistical support from the IMT/PAC Team.

Traveling theatre presentations could be produced and organized to go from school-to-school, capturing the attention of youth in an entertaining way and

attracting them to IMT issues. Facilitators could present curriculum guides to teachers/school administrators and provide a brief training on how to incorporate more water related activities into everyday lesson plans. Maintaining a traveling group of facilitators would be pricey, but extremely effective in reaching out. The information that such a group could transfer at the local level, would provide long-term educational support with ramifications that extend toward future generations.

Children's Clubs should be considered as a possible mode for IMT/PAC dissemination in the medium and long-term. Children can be motivated to form "water conservation" clubs at community centers around the nation, in their scout troops or at public libraries. These clubs would be social in nature with clear objectives for keeping water conservation as a priority topic for youth. A web page could link these clubs around Egypt with children all over the world, gathering them to communicate ideas about water among themselves.

An IMT Newsletter would be an ideal way to maintain an effective dialogue with many of the audiences, especially the MWRI staff, other ministries and the press/media. This newsletter could be put on the web site for those targets on line.

2.8.5 *Government Agencies*

Government Agencies can be quite useful for distributing information. People are accustomed to receiving information from government offices. There are a variety of government agencies that can be helpful in getting information out to the target audiences and to the public. Some of these agencies have more resources than others. Some do the programming for the government TV channel and they also feed broadcast material to commercial stations.

2.8.6 *Educational Structure*

Education is one of the most important long-term solutions for elevating public awareness about water issues. Curriculum materials for classrooms and students of all ages can raise the public awareness about IMT and related water issues among the future generation of Egyptians. The IMT/PAC should constantly look for ways to use the formal educational structure to reach target groups. Teachers have daily contacts with their students and are quite capable of transferring effectively a number of the IMT/PAC messages. Above, it was mentioned how traveling presentations could be made in schools. This is only one example of how we can tap into the creative communications resources of the educational system.

IMT/PAC should begin to lobby for innovative curriculum to present new water issues and new government policies. Changing textbooks doesn't happen over night. Nor does it happen often. An effort must be made for IMT to make it into the next revisions.

Universities could be encouraged to give diplomas in IMT. They could support research projects about related water issues. The long-term impacts of IMT/PAC

depend on the solid investments made now in winning the educational system as an ally.

2.8.7 *Additional Channels for Information Dissemination*

In addition to using the press/broadcast media and other modes listed above, there are a variety of organizational networks that can be instrumental in disseminating information. While these organizations are among the groups being targeted, they can also be considered a vehicle for outreach. These organizations have newsletters, monthly and annual meetings, mailing lists, and a variety of other networking resources that can be harnessed for informing people about the ECSE. The following chart lists some other significant networks for disseminating information.

Community-based Groups	Professional Organizations	Non-governmental Organizations
Boy Scouts	Bar Association	Red Crescent Society
Rotary Club	Union of Engineers	Social Fund for Development
Chamber of Commerce	Teacher's Associations (Parent/Teachers)	Development NGO's
Mosques	Cooperatives	Environment NGO's
Churches	Syndicates of Engineers, Agronomists, Lawyers	Agricultural NGO's
Universities		National Level NGO's

2.9 Strategy and Approach

Using the findings of the analysis, the following proposal has been developed with suggestions of an approach for most effectively implementing the IMT/PAC. The basic plan for delivering the information, in the best form and format, to the right audiences, is presented below. The plan may vary somewhat, depending on the amount of investment the MWRI is willing to make and the consensus on how innovative we want to be. The MWRI should do whatever it can, considering its financial resources. It should always try to take a comprehensive approach. Good communications is not simply distributing print material. There are many networks that must be tapped into to create a campaign that keeps IMT on the minds of everyone. There is no limit to how much can be done. Of course, the more the IMT/PAC is able to do, the more chances of greater and more successful results.

2.10 Basic Principles of IMT/PAC

The following is a list of the basic rules IMT/PAC should adhere to in its design and implementation.

- Build a broad consensus in favor of the development of IMT and the supporting infrastructure.
- Be direct, forthright and positive in presentation. The basis of the communication program should be honesty, frankness and openness. It is important to keep in mind that the credibility of the communication program is one of its primary assets.
- Emphasize the socio-economic development and the future growth of Egypt.
- All information should be factual, presented in a neutral tone, and it should be positive but not promotional. It is perfectly acceptable to adopt promotional techniques from the commercial sector in order to best "market" our ideas. However, all attempts should be made to shy away from appearing to be promotional or commercial.
- Develop formal and informal systems for listening to the various audiences. Communication works best when it is a two-way dialogue.
- Orchestrate the campaign in a way that serves the short-term, medium-term, and long-term priorities of IMT. Constant attention should be given to this master plan when making any IMT/PAC decisions or producing any of the tools.

- Never compromise the look of the program on any related material: banners for workshops, printed documents, video material, etc. If a printer doesn't get the exact colors right, don't accept the work. If the logo is deformed, send it back. *There is no room for a "ma'alesh" attitude when trying to present a comprehensive program.*

2.11 Program Goals for Target Groups

Based on the analysis, a list of Program Goals has been formulated for each target audience. These goals represent the general objectives of the IMT in the short, medium and long-term. They are as follows:

TARGET	PROGRAM GOALS
<p>1. FARMERS</p>	<ul style="list-style-type: none"> ▪ Understanding IMT policy (costs, benefits, responsibilities of farmers/gov.) ▪ Acceptance of IMT policy ▪ Confidence building ▪ Successful participation in IMT ▪ Increased irrigation efficiency profiles ▪ Improved living standards ▪ Collaborate and become means for promoting IMT in other areas
<p>2. PRESS & MEDIA</p>	<ul style="list-style-type: none"> ▪ Understand concepts and benefits ▪ Efficient vehicle for IMT dissemination ▪ Partnership in IMT ▪ Positive frequent coverage
<p>3. RELIGIOUS BODIES</p>	<ul style="list-style-type: none"> ▪ Understanding of country's water problems ▪ Understand concepts and benefits of IMT ▪ Acceptance and Support (IMT enhances socio/economic situation) ▪ Partnership in IMT (cooperation) IMT has parallel goals with religion. ▪ Complies and promotes Quran and Muslim ethics. To become a vehicle for dissemination of IMT material

TARGET	PROGRAM GOALS
4. MWRI	<ul style="list-style-type: none"> ▪ Understanding IMT policy (costs and benefits) ▪ Acceptance of IMT policy ▪ Confidence building <p>Senior Officials and Middle Management</p> <ul style="list-style-type: none"> ▪ HRD (to become allies and promoters) ▪ Support and facilitate implementation <p>Engineers and Field Staff</p> <ul style="list-style-type: none"> ▪ Understanding new roles (dispelling of fear) ▪ Greater cooperation and coordination ▪ Be trusted by BCWUAs ▪ Enthusiasm ▪ HRD ▪ Greater work satisfaction ▪ Stronger irrigation extension structure
5. ENGAGED PUBLIC	<ul style="list-style-type: none"> ▪ Separate table below
6. GENERAL PUBLIC	<ul style="list-style-type: none"> ▪ Understand concepts and benefits ▪ Acceptance and Support ▪ Not create problems ▪ Influential with politicians ▪ Participate in water conservation ▪ Support future initiatives of MWRI

TARGET GROUP	PROGRAM GOALS
<p><i>C. Environment Planning and Finance Transportation Interior</i></p>	<ul style="list-style-type: none"> ◆ Understanding country's water problems ◆ Understand concepts and benefits of IMT ◆ Acceptance of IMT ◆ Support ◆ Dispelling Fears ◆ Cooperation, Harmony, Synchronization ◆ Participation (will and action)
<p>NON-GOVERNMENTAL ORGANIZATIONS</p>	<ul style="list-style-type: none"> ◆ Understand concepts and benefits ◆ Acceptance and Support ◆ Partnership in IMT ◆ To become a vehicle for dissemination of IMT material ◆ More financial and technical assistance ◆ More flexibility in implementation
<p>3. POLITICIANS</p>	<ul style="list-style-type: none"> ◆ Understand concepts and benefits ◆ Acceptance, Will and Support ◆ Partnership in IMT (cooperation)

TARGET GROUP	PROGRAM GOALS
4. DONOR ORGANIZATIONS	<ul style="list-style-type: none"> ◆ Understand IMT and benefits ◆ Support/Investment ◆ Acceleration of Program through Technical Support ◆ Collaborate and become a vehicle for dissemination of IMT ideas
5. INDUSTRY	<ul style="list-style-type: none"> ◆ Understanding of country's water problems ◆ Understand concepts and benefits of IMT ◆ Understand that IMT promotes availability of water for other uses (cooling) ◆ Get a consensus about IMT ◆ Collaborate in and donate to IMT initiatives

2.12 Developing Efficient Delivery Systems

2.12.1 Mission Statement, Logo and Graphic Identity System

The MWRI should begin its design for the IMT/PAC by developing a Mission Statement, Logo and Graphic Identity System that reflects the dynamic role of this program in promoting social and economic development in Egypt. The logo and graphic identity system are key elements to help build “brand awareness” in the mind of the public. The logo will help make IMT a tangible entity in the mind of the public, making it easily recognizable and more difficult not to support. It is essential that farmers and the other targeted audiences distinguish this program from the other initiatives of the MWRI. In order to do so, an attempt should be made to be creative and think outside of the past ways of communicating. New images, new ways of framing the messages, new distribution networks are all elements that will bring freshness to the IMT/PAC. In IMT, the MWRI expects the farmers to leave 5000 years of traditional ideas about irrigation behind. Similarly, the MWRI will have to leave some its traditional ideas about communications behind when embarking on the IMT/PAC.

The purpose of designing a logo and graphic identity system for the IMT is to establish a standard “look” for all printed materials and videos. The logo and the “look” itself becomes a visible symbol of the program. It ties everything together and gives the campaign a stronger, more polished image in the minds of its audiences. Over time, these audiences associate the images/symbols with IMT, which in turn, helps to streamline the communications process.

A great deal of time and effort should go into developing the best logo for this program. In the long run it will be well worth the effort. The logo will be printed on all publications, will appear in videos and TV programs and will become familiar to the public. That’s its purpose. For this reason, changing it becomes difficult and expensive so everyone must be in agreement and satisfied with “the look” from the beginning. Before moving forward on an expanded communications effort, the logo should be formalized. When it is complete, the new logo should be announced in a press conference. As soon as possible, the Mission Statement needs to be developed along with the Logo and Graphic Identity System.

2.12.2 Designing the Basic Communication Tools

The MWRI should design, develop and produce a set of innovative and attractive communications tools for the Public Awareness Campaign. The initial communications tools will be produced to launch the Pilot Program. The elements of the ambitious expanded program must be designed to work together, to complement one another in such a way that the whole is greater than the sum of the parts.

2.12.3 Communication Tools for Each Target Group

TARGET	IMT/PAC TOOLS
<p>1-FARMERS</p>	<ul style="list-style-type: none"> ▪ Pamphlets/booklets/brochures ▪ Posters (in family centers for women, Ag offices, Health clinics, Libraries, Schools, Community Centers, Boy Scout Centers, NGO offices, Churches, Mosques, etc.) ▪ Leaflets (distributed through all sources mentioned above, example: leaflets could be distributed after prayer on Fridays/Sundays) ▪ Investigation form (Opinion polls: IMT information services) ▪ Activity booklets for children (stickers) ▪ Inserts to be delivered with electric/water/telephone bills ▪ Calendars featuring optimal irrigation system management ▪ Video Programs to be used for Introduction/Discussions/Meetings ▪ PSAs on local TV stations (targeting farmers/spouses/children) ▪ TV/Radio programs (example: <i>Ser el Ard</i>) ▪ Direct meetings. One on one talks, simple and humble ▪ Group meetings, Focus groups, Information days ▪ Ongoing extension services, one-on-one and group ▪ Activities at BCWUAs meetings targeting awareness ▪ Topical speeches by Imams at Friday prayer/Priests at Sunday worship ▪ Competitions for irrigation system management: "best maintained system", "cleanest canals", "best pump maintenance", etc. ▪ Children's activities ▪ Children's drawing and writing competitions ▪ "Water conservation clubs" for children in community centers ▪ Family libraries and reading for all programs, and educational activities

TARGET	IMT/PAC TOOLS
<p>2. PRESS & MEDIA</p>	<ul style="list-style-type: none"> ◆ Print material <ul style="list-style-type: none"> • Pamphlets/booklets/brochures • Newsletters • Fact sheets • Investigation form (Opinion polls: IMT information services) ◆ Press releases, sound bites ◆ Photo packages ◆ Video Program to be used as anchor for introduction/discussions/meetings ◆ Talk shows on TV and Radio: example: <i>Sabah El Kheir</i> ◆ Web site (providing weekly/monthly news) ◆ Round table talks/meetings/workshops ◆ Periodical site visits and study tours ◆ Visit IMT programs abroad ◆ Invitations to attend events, demonstrations, activities ◆ Journalism competitions: most accurate and frequent coverage wins the journalist a trip to IMT project abroad ◆ Certificates of appreciation: Monthly notice of noteworthy press coverage (this could also be posted on the web site)
<p>3. RELIGIOUS BODIES</p>	<ul style="list-style-type: none"> ◆ Print material <ul style="list-style-type: none"> • Pamphlets/booklets/brochures • Newsletters • Fact sheets • Investigation form (Opinion polls: IMT information services) ◆ Video Program to be used as anchor for introduction/discussions/meetings (with endorsement of President of Azhar, other imams and priests) ◆ Site visits

TARGET	IMT/PAC TOOLS
<p>5 ENGAGED PUBLIC</p>	<p>management: "best maintained system", "cleanest canals", "best pump maintenance", "engineer of the month", etc.</p> <p>See separate table below (following general public)</p>
<p>6-GENERAL PUBLIC Distributed at family centers for women, Ag offices, Health clinics, Libraries, Schools, Community Centers, Boy Scout Centers, NGO offices, Churches, Mosques, Electricity Bill collectors, etc.</p>	<ul style="list-style-type: none"> ◆ Print material <ul style="list-style-type: none"> ▪ Pamphlets/booklets/brochures ▪ Inserts (in magazines, newspapers, etc.) ▪ Achievement reports, annually or bi-annually ▪ Stickers for children, "baseball" trading cards ▪ Children's activity booklets ▪ Books about the Nile (for distribution and sale) ▪ Magazines (for distribution and sale) ▪ Posters ▪ Billboards ◆ Press coverage, press releases, sound bites <ul style="list-style-type: none"> ▪ Weekly youth column in major newspapers ▪ Weekly water engineer column in major newspapers ▪ Advertising (in magazines, newspapers, etc.) ◆ Broadcast media campaigns - blitzing the airways with all related material <ul style="list-style-type: none"> ▪ Video Program to be used as anchor for talk shows ▪ Example. <i>Sabah El Kheir</i> ▪ Musicians, Movie Stars, National Figures and Football celebrities should act as spokes people for IMT, MWRI and water conservation ▪ Politicians speaking in TV/Radio talk shows ▪ Feature stories, documentaries about IMT,

TARGET	IMT/PAC TOOLS
	<p>water issues, the NILE, etc.</p> <ul style="list-style-type: none"> ▪ Radio Program to be used as anchor for talk shows ▪ TV programs/serials/segments for other programs ▪ TV and radio spots, music video clips ▪ Televised round table discussions that include farmers and MWRI officials/engineers/field workers. Audiences selected from a broad base, could enhance a dialogue about IMT, making the ideas more accessible ▪ Original musical scores <p>◆ Web site, providing general information and offering a venue for children's clubs on web site</p> <p>◆ Children's activities</p> <ul style="list-style-type: none"> ▪ Children's drawing and writing competitions ▪ "Water conservation clubs" for children in community centers ▪ Family libraries and reading for all programs, and educational activities <p>◆ Miscellaneous activities</p> <ul style="list-style-type: none"> ▪ Lectures in clubs, youth centers, universities, unions, civil society Organizations, etc. ▪ Staged activities and events: inaugurations, signing ceremonies, water day youth

TARGET	IMT/PAC TOOLS
	<p>celebration event and conferences/seminars.</p> <ul style="list-style-type: none"> ▪ Water users lotto - with cash/gift awards ▪ NGO activities, example: scouting awards for conservation leadership ▪ Ad Specialty items: calendars, pencils, balloons, to be given away at MWRI events or popular gatherings)

TARGET GROUP	IMT/PAC TOOLS
<p>5. ENGAGED PUBLIC 1. OTHER MINISTRIES</p>	<ul style="list-style-type: none"> ◆ Print materials: <ul style="list-style-type: none"> • Pamphlets/booklets/brochures • Newsletters • Posters • Technical reports/fact sheets/ relevant IMT reports • Investigation form (Opinion polls: IMT information services) ◆ Video Program to be used as anchor for introduction/discussions/meetings ◆ Web site (post noteworthy collaboration between Ag and Water engineers) ◆ Seminars/workshops presentations, held by representatives of IMT ◆ Round table talks ◆ Focus group meetings (extensive and ongoing dialogue) ◆ Site visits for representatives of the Ministries ◆ Invitations to attend events, demonstrations, activities ◆ Advertising in engineers magazines, environmental and educational publications ◆ Ministry exchanges (engineers from the MWRI spend a day with representatives of others)

TARGET GROUP	IMT/PAC TOOLS
NON-GOVERNMENTAL ORGANIZATIONS	<ul style="list-style-type: none"> ◆ Printed materials <ul style="list-style-type: none"> ▪ Pamphlets/booklets/brochures ▪ Handouts ▪ Newsletters ▪ Technical reports (selected) ▪ Fact sheets ▪ Leaflets (to introduce activities) ▪ Investigation form (Opinion polls: satisfied/support IMT/against) ◆ Video Program to be used as anchor for introduction/discussions/meetings ◆ Web site ◆ Meetings through direct contact (one-on-one) ◆ One day group meetings at MWRI headquarters ◆ On-spot demonstrations
3. POLITICIANS	<ul style="list-style-type: none"> ◆ Print materials <ul style="list-style-type: none"> • Pamphlets/booklets/brochures • Newsletters • Fact sheets • Leaflets (to introduce upcoming activities) ◆ Video Program to be used as anchor for introduction/discussions/meetings ◆ TV/Radio talk shows ◆ Site visits ◆ Seminars/workshops

TARGET GROUP	IMT/PAC TOOLS
4. DONOR ORGANIZATIONS	<ul style="list-style-type: none"> - Print material <ul style="list-style-type: none"> • Pamphlets/booklets/brochures • Newsletters • Fact sheets • Technical reports • Investigation form (Opinion polls: IMT information services) - Video Program to be used as anchor for introduction/discussions/meetings - Feature stories, documentaries about IMT, water issues, the NILE, etc. - Web site - Meetings/workshops - Site visits
5. INDUSTRY	<ul style="list-style-type: none"> - Print material <ul style="list-style-type: none"> • Pamphlets/booklets/brochures • Newsletters • Fact sheets • Technical reports • Investigation form (Opinion polls: IMT information services) - Video Program to be used as anchor for introduction/discussions/meetings - Feature stories, documentaries about IMT, water issues, the NILE, etc. - Web site - Meetings/workshops - Site visits

2.12.4 Tools for the Medium and Long Term

Most of the tools used in the short-term can be replicated for the medium-term and some of them will remain valuable for the long-term. While the content and messages will need to change with the development of the program, some of the ideas for tools can remain the same. This is where good listening skills will be essential for the successful continuation and growth of the program. It is only through studying the impact of the materials in the short-term - doing formal and informal research about the impact of the tools and messages - will the MWRI be able to make improvements on the material it creates for the medium and long-term. By determining which tools worked and which did not, the MWRI can upgrade the program accordingly. Almost of the material will need constant upgrading in terms of content. Communications is an ongoing process. If the MWRI does its job effectively and the IMT/PAC successfully communicates the desired messages to the desired target groups, the materials produced in the beginning will no longer be needed. As the demands of the target groups change, the content and messages, and sometimes the tools, must change as well. Other materials will be needed to address the new questions that are arising or the new policies/issues that develop as the program grows.

Replication of the pilot program for expanded audiences all over the country in the medium-term and long term will require a considerable investment in all areas of activities. It is highly recommended that more investment be put into broadcast media in the middle and long-term. The costs of doing the proper mass media campaign are too high to take on in the pilot program during the short-term. However, after IMT has taken off all over Egypt in the medium-term, the benefits and messages of the program can be broadened to help support more global issues about water conservation and usage. By highlighting the success stories around the country, IMT/PAC can become a vehicle for greater public awareness about all sorts of water issues. The MWRI should capitalize on the comprehensive efforts of IMT and set its communications goals for all of its programs higher. When setting goals higher, some of the tools that might be considered are among the following:

Press and Broadcast Media

- Advertising in engineers magazines
- Inserts (in magazines, newspapers, etc.)
- Broadcast media campaigns - blitzing the airways with all related material
 - Video Program to be used as anchor for talk shows
example: *Sabah il Kheer*
 - Musicians, Movie Stars, National Figures and Football celebrities should act as spokes persons for IMT, MWRI and water conservation
 - Politicians speaking in TV/Radio talk shows
 - Feature stories, documentaries about IMT, water issues, the NILE, etc.
 - Radio Program to be used as anchor for talk shows
 - TV programs/serials/segments for other programs
 - TV and radio spots, music video clips
 - Televised round table discussions that include farmers and MWRI officials/engineers/field workers. Audiences selected from a broad base, could enhance a dialogue about IMT, making the ideas more accessible
- Press coverage, press releases, sound bites

- Weekly youth column in major newspapers
 - Weekly water engineer column in major newspapers
 - Weekly editorials about water issues
- Feature stories, documentaries about IMT, water issues, the NILE, etc.

Video /Audio

- TV/Radio programs (example: *Ser el Erd*)

Seminars/Workshops/Information Days

- Direct meetings. One on one talks, simple and humble
- Activities at BCWUAs meetings targeting awareness
- One-day Focus Group meetings at MWRI headquarters
- Site visits
- Round table talks
- Invitations to attend events, demonstrations, activities
- Ministry engineer exchanges
- Visit IMT programs abroad
- Lectures in clubs, youth centers, universities, unions, civil society organizations, etc.
- Staged activities and events: inaugurations, signing ceremonies, water day youth celebration event and conferences/seminars.

Other

- Competitions for irrigation system management: "best maintained system", "cleanest canals", "best pump maintenance", etc.
- Children's activities
 - Children's drawing and writing competitions
 - "Water conservation clubs" for children in community centers
 - HE Mrs. S. Mubarak's libraries and educational activities
- Web site (post newsletters and noteworthy collaboration of Ag and Water engineers, press/ media, or providing general information and offering a venue for children's clubs)
- Journalism competitions: most accurate and frequent coverage wins the journalist a trip to IMT project abroad
- Certificates of appreciation: Monthly notice of noteworthy press coverage (this could also be posted on the web site)
- Original musical scores
- Web site
- Water users lotto - with cash/gift awards
- NGO activities, example: scouting awards for conservation leadership
- Ad specialty items: calendars, pencils, balloons, to be given away at MWRI events or popular gatherings

2.13 Centralized Production

It is of crucial importance that the design and production of the basic information about IMT be centralized in-house, within the MWRI Communications Unit, or contracted to one, and only one, communications firm or entity. This is the best way to maintain quality control and to guarantee accuracy and consistency in terms of

information, content and look. It is also the best way to develop and maintain “brand awareness.” Although the MWRI must sometimes sub-contract production to graphic designers, printers, video production companies, etc., the IMT/PAC Team, along with the Communications Unit of the MWRI, should maintain complete control of this process, constantly monitoring the products and assuring conformity to the IMT/PAC master plan.

The MWRI Communications Unit has produced many beautiful communications materials over the past few years. With some investment in human resource development and financial backing, an IMT/PAC Team can be created that works with the Communications Unit for optimum results. Four PR professionals should be recruited (with graphic design, writing,, organizational and creative skills) to take full-time responsibility of IMT/PAC. They can work with four representatives of the Communications Unit to launch and begin implementing IMT/PAC. It would not be wise to consider IMT/PAC activities as something the Communications Unit takes on as one of its many additional tasks. This program will demand the attention of full-time staff and several part-time workers. In order to be as proactive as need be, IMT/PAC must be the number one priority for whoever is implementing it.

Effective communications campaigns cannot be realized by volunteers or by working groups that meet once a week. It's a full-time job and if not taken seriously, it will never achieve maximum capacity. A strong, well-trained and well-focused IMT/PAC Team could effectively do the job. This team should implement all of its tasks in close collaboration with the MWRI Communications Unit and the field staff in the four pilot areas.

2.13.1 Decentralized Distribution of Information

Once the communications tools have been published, it is crucial to get them into the hands of the people who need them. Developing effective mechanisms for getting the information out is as important as publishing the materials in the first place. It should, therefore, be taken into consideration right from the beginning. Dissemination of program material inevitably influences what is produced. Because of the limited staff of the proposed IMT/PAC Team and the difficulties of distributing information on a broad basis in Egypt, it is crucial that the MWRI enroll a wide variety of partners in the dissemination process. It is obviously better to capitalize on existing networks than to reinvent them. Nevertheless, in order to best capitalize on these already existing structures, a sound and committed communications team must be strong, focused and centralized to manage this task.

Unlike the production process, the distribution of information should be decentralized. By harnessing the resources of government agencies, religious bodies, the media and private sector organizations, the MWRI can take advantage of distribution networks that are already in place to get its information out to the targeted audiences. The MWRI Communications Unit should develop close ties with the information departments of organizations such as those below to build a structure capable of reaching all the target audiences. The following is a list of organizations that can become part of the MWRI information network. There are also many others.

MEDIA ORGANIZATIONS	GOVERNMENT ORGANIZATIONS
Newspapers	Government information services
Magazines	Ministry of Information
Television	Ministry of Youth
Radio	Ministry of Education
Journals	Ministry of Health
Internet	Ministry of the Environment
COMMUNITY GROUP	OTHERS
Youth clubs	Libraries
Sports clubs	Schools and universities
Non-governmental entities	Health clinics
Scouts	Finance centers
Civic club	Traveling theatre groups
Electricity associations	Musicians
Parent/teachers associations	Entertainers

Finding creative ways to use these networks will accelerate the distribution of the information and improve the impact of our message. For example, if electric associations in rural areas can reach many farmers through the billing process, they might be able to distribute general public flyers about water issues at no extra charge. It could be a simple post card or note that informs people about IMT in general, or a special event, in particular. If those who receive the card are interested in learning more, they could contact a number provided on the card or fill out the card and mail it in to request specific information. Someone who requests information is taking an active role in the communications process, and is much more likely to give greater value to distributed material.

2.13.2 Networking Through Organizations to Reach Target Groups

The MWRI should use every opportunity possible to have direct contact with people about the issues. The most effective way to reach large numbers of people in a direct way is to give speeches to organizations at their meetings or in whatever other venues present themselves. The MWRI must develop a systematic approach to getting key officials or irrigation engineers in front of targeted audiences to promote IMT. Once again, all of this takes a sophisticated organizational team committed to keeping IMT in the public eye, at the forefront of all development programs in Egypt.

Sending spokespersons to address targeted audiences is a time-consuming, difficult task, but very worthwhile. This direct contact is important for two reasons, first - because it is interactive, people can ask questions, and second - because it demonstrates commitment, a very important ingredient in communication. The fact that someone would take the time to go out and speak about IMT and related water issues suggests that he or she cares about the addressed group and is interested in meeting them directly. Most Egyptians sense immediately the importance of something by the amount of time one is being to devote to it. The personal presence reflects confidence in the value of the program. From the IMT/PAC Team's

standpoint, the direct contact provides excellent opportunities for listening to the concerns, questions and interests of target groups.

The spokesperson may, from time to time, end up in front of a hostile audience. It is very important to listen closely to the complaints. Often, but not always, the hostility may be the result of a correctable misconception. Staying calm and discussing the issue might lead to its solution.

Managing the logistics of an aggressive speakers program is a difficult task. It takes time to make arrangements with the targeted groups, to solicit invitations to speak, to coordinate the speaker's schedules with that of the audience and to make travel arrangements. Nevertheless, the MWRI must balance the benefits of the value of making direct contact with certain audiences and the manpower costs.

2.13.3 Creating Basic Information Packages for the Core Groups

Once the basic set of communications tools has been published, it can then be assembled to create audience-specific information modules. The information packages can also be customized to meet specific requests. The basic documents may even be put on the web so they can be downloaded easily.

Streamlining the distribution and dissemination process is a secret to fluidity and efficiency. Certain target groups will be able to make use of several of the print materials. A general brochure designed for one group might serve others. Some brochures will only need standard cover letters to make the materials pertinent of specific targets. All of the messages for each of the groups do not need to be printed thousands of times in four colors with high gloss. A black and white photocopied cover letter could, in some instances, transfer the appropriate message needed to make a general document more specialized.

2.13.4 Constructing a Web Site

The web is one of the most cost-effective ways to deliver information to certain targeted audiences, press and media included. If it is updated regularly, it can be very useful for delivering large amounts of information in easily usable forms. It is important however, to recognize the web site's weaknesses in terms of communications. If few Egyptians use computers, the web cannot be relied upon for reaching the general public, and definitely not most farmers. It should be viewed as a means of facilitating information transfer, but not as a primary mode of information dissemination.

In the medium and long-term, the idea to create a web site for children might be considered to accompany the establishment of "water conservation" clubs. If community centers, scouts or some similar local organizations could initiate the idea of these clubs, a web page could provide a great forum for kids from all over Egypt. This could even encourage youth to exchange ideas on important water issues with their colleagues around the world.

2.13.5 Sequencing the Production of Communications Tools for the Pilot Program

It is important to produce the communications tools in a cost-effective sequence so as to maximize both resources and impact. As mentioned earlier, it is imperative that production begins with the IMT design basics – its mission statements, logos and a graphic identity program, because these elements are the foundation of everything else that will be produced.

It is recommended to begin with the printed materials because they are less expensive to produce than the video and broadcast elements. In spite of the fact that video, TV and radio will help MWRI reach the major portion of our audiences, it is better to get the regulations, facts, and basic information in print so that the publications become the guide for the content in all other media. Also, the press and the media will be anxious to receive print materials to help them understand IMT so they can then present these ideas to their audiences.

2.14 Framing Ideas and Messages to Maximize Positive Impact

Messages about IMT in the form of slogans or sayings should be culturally specific for the Egyptian context. How well a given slogan or saying might work, depends a lot on how a particular audience hears it. Many people have negative associations with certain words. For this reason, the IMT working group and MWRI Communications Unit staff would be most qualified to evaluate what phrases and slogans would resonate best in Egypt. It has been suggested, for example, not to refer to *privatization* in IMT/PAC material because many Egyptians might frown on the program simply because of their pre-established beliefs about the word privatization.

The following are some other suggested ideas that could be designed to position the MWRI positively. The MWRI Communications Unit should determine the final phrasing and presentation. Once the basic messages, slogans and sayings have been determined, they should be used in all the various media forms.

It is crucial that all communications about the MWRI begin and end with several basic ideas:

- Emphasize and REPEAT in every way possible the role of IMT in promoting economic development and a higher standard of living in Egypt. Repeating this most basic message is essential.
- Help audiences to focus on the new opportunities that are available through the IMT. Farmers are taking responsibilities into their own hands and the irrigation management will become more efficient.
- Keep audiences focused on the long-term view. Examples:
“*IMT is the only hope for sustained water resources in Egypt*”
“*IMT is a vehicle for growing the Egyptian economy and raising standards of living of all Egyptians*”
“*Water conservation is the responsibility of all Egyptians*”

These same points can be framed a little differently:

The “MWRI’s Commitments”:

- To create an efficient, effective structure to assist farmers.
- To revitalize the Egyptian agricultural economy and upgrade living standards.
- To lead Egyptians into a better future.

One way to evaluate the content presented in different information pieces is to make sure the information is communicating three things targeted audiences need to know in order to participate in or support IMT:

- They need to understand the reasons WHY they should participate in or support this initiative.
- They need to know HOW to participate in it or support it
- They need to have a sense of what they may GAIN (or LOSE) from participation.

IMT will fundamentally alter the irrigation practices in Egypt. Although it will not change attitudes overnight, in time, IMT will alter people’s practices and perceptions. MWRI must consider the different target groups when attempting to provide the information they’ll need to understand these changes and move towards them calmly. When thinking about the varying needs of traditional farmers or MWRI officials, field engineers or local Imams, one must always keep in mind that the target audiences are all sophisticated and demanding of certain standards. The Egyptians, thanks to their nation's vast and talented entertainment industry, are all quite sophisticated when it comes to visual arts. They are not easily “hooked”. MWRI must try to be as innovative as possible to capture all of the imaginations of the targets. IMT is a picture of how Egypt could be. MWRI is promoting ideas that are, in a sense, futuristic for some of the audiences. The IMT/PAC should use new images that are pleasing and exciting to the targets. If the materials do not represent some sort of glimpse of a better future, both through content, design and look, they might not get noticed. Never underestimate the sophistication of the target audiences.

Perhaps one of the most important aspects of framing the message is to create a theme in which all of the materials and program activities fit and work together to create good feeling. Egyptian audiences will be open to the IMT/PAC if it entertains and makes them feel good in some way. To generate this feeling, it's important to have a creative theme, one that hooks the audience and helps it digest the many ideas surrounding IMT and water issues. Three possibilities are suggested for consideration. (Note that all three proposals are based around natural images of things or people, speaking, dressing and acting normal.) Close-up images of people, no matter who they are, would help create a whole new feel for the IMT material. The faces, in the first two proposals, are not all of farmers or the images all of farm scenes. However, in all of the proposals, the faces represent friends to the cause, giving friendly advise about IMT and its role in securing a better future for Egyptians.

Use of animated characters or puppets or anything not real is strongly discouraged. Water is an earthy issue and it is best to keep the images natural and alive. Images of fruit, vegetables or any sort of produce, when slightly altered graphically, make

beautiful back drops. IMT is all about preserving nature and making wise environmental decisions. Products of nature need to be a focus. There are many ways to give this a fresh look, to keep it simple and natural.

An original musical score by a popular Egyptian musician (or several) would do wonders to unite images for PSAs and provide an upbeat background mood for the video program. Egyptians love music and respond very naturally to it. It is a great vehicle for transporting ideas and one that should play a role in any attempt to reach local target groups. IMT/PAC should consider itself as a unifier, a force that brings together all varieties of Egyptian people to support wise policy decisions about water issues.

2.15 Proposal of Theme

2.15.1 Solidarity

The first proposal is to create a campaign based on the unity of all sorts of people from all sorts of backgrounds in Egypt. The idea would be to present a unified Egypt in the IMT cause. The faces of these people would be on all print material. Their images and voices would be used for the video program and the television/radio spots. They would be the common voice of the program: the MWRI is not presenting IMT to all the targets, the people of Egypt are. MWRI would showcase in its video and print material all varieties of Egyptian people "standing up" as a sign of support for the farmers and other target groups. Hooking the audience with their concern and display of support, they would seem to entertain somehow by their friendliness and portrayal of a better future. All the while they are transferring the necessary information about water issues and IMT, perhaps through narration, maybe through the text printed next to their photo. They would be honest, sincere and convincing in their claim that IMT is good for the farmers, the future, for themselves and all of Egypt. There would be no jokes, only people talking to people as normally as possible. There must be a feel of nature and spontaneity in their tone and appearance, i.e. nothing overdone. Among the group could be a farmer, an accountant, a school girl, a grandmother, a teacher, an Imam, an irrigation engineer, the minister of MWRI, a famous actor, a famous singer, famous football players, etc. The idea is to be as varied as possible and to bring in a few celebrities for their endorsement as well. Any participating MWRI personality should not take a greater importance in the PAC materials than any other character or image. These are the people of Egypt, and they represent Egypt. IMT is their program---**All for One**.

2.15.2 Future

The second proposal works around the theme that IMT is the future of Egypt. This is the program that will provide Egypt security in years to come. MWRI would then present all of the program material using children and youth between the ages of ten and fifteen. Boys and girls of all Egyptian backgrounds will take on the task of communicating IMT to all of the target audiences. Images of their faces will be the hooks for the print materials. They will be encouraging and enthusiastic, promoting a program that would help make their future a better place. For most target audiences, the tone will be children encouraging parents to do something for their future, speaking as if requesting a favor or support. For the audiences that involve children,

farmers targeted through children, the young spokespersons for IMT will speak like one friend to another. Once again there would be no drama and no comedy, nothing unnatural.

2.15.3 Farmers Know Best

The third proposal is one that is "farm-based". The idea is to have farmers and agricultural sector people presenting IMT to all of the target audiences. Images and sounds of all sorts of farmers and "agricultural produce people" would appear on all print items. The images could be of farmers speaking together or speaking into the camera. Close-up shots are preferred, ones that capture the expression and wisdom in the eyes of country folk, and images of farmers speaking naturally as if unaware of the camera. Female farmers and wives would also take part as well as a few country children. Irrigation Engineers could also speak from their perspective. The content of the images would be classic, but artistic in presentation. Talking the program through, a group of farm related characters share IMT and its importance with everyone.

2.16 Informational Content of the IMT/PAC

2.16.1 Short and Medium-term Messages

The educational tools developed for each of the target groups of this program will differ in content, based on the specific information needed. Although there is considerable overlap in the informational needs of the different target audiences, each group has its own particular set of questions and needs that must be addressed.

Messages will need to change and be modified to the growing needs of the program. It is possible to make suggestions on how to proceed for the medium-term because many of the same messages will be needed for expansion throughout the country, out of the four pilot areas. It cannot be stressed enough that the IMT/PAC should develop good listening skills in order to assess the changing needs for messages. Long-term messages should be determined as they develop according to need. It has been advised that the word privatization should be avoided in all messages to all target groups, at least in the short and medium-term. It was also requested to stress that IMT is not a ploy to start water pricing.

The first set of messages represents those that will best answer the basic frequently asked questions (FAQ) about IMT. These are messages that are needed by all audiences targeted.

The second set represents the basic messages for all target groups in the medium-term. For details about the messages for each target group in the short term, refer to the tables in ANNEX 5.

General messages for all target groups in the short-term:

- *Status of the current irrigation and drainage network, presentation of current situation and problems of farmers, limitations of MWRI in managing irrigation efficiently*
- *There is only one NILE and water resources are limited.*
- *The Egyptian population is growing, water resources are not.*
- *There will be scarcer water resources in the future.*
- *Traditional ways of irrigation need amending to serve the growing population in Egypt. IMT should not be regarded as a radical change. Everything it promotes is in harmony with Islam/Christianity/sound agricultural practices and the pursuit of a better life for farm families.*
- *IMT can help in solving problems.*
- *IMT concept, present information to achieve full understanding and build consensus on need for IMT to manage problems/improve water usage.*
 - *Effectiveness*
 - *Efficiency*
 - *Focus on the ability to solve on-farm and branch level network problems, both technical and financial*
- *Reasons for adopting IMT policy*
 - *Mechanism*
 - *Benefits: water conservation, better management*
 - *Costs*
- *A future vision of water management system*
- *Decentralization and greater role of local community in water affairs.*
- *Stress new trends for efficient management: participation approach.*
- *Present some examples from other countries and outline the correlations and advantages of IMT on the basis of Egyptian conditions.*
- *IMT achievements in Egypt so far.*
- *The MWRI is being intelligent, transparent and forthright in moving forward with IMT. IMT is best for the farmers and they will gain the most from this program. Nevertheless, it is also great for the MWRI and the country.*
- *Changes and amendments in laws and regulations have made IMT possible. IMT is a national program and not just the whim of several irrigation engineers or the current MWRI administration.*
- *IMT leads to saving water and this allows flexibility for other projects.*
- *MWRI is NOT selling water. The services of improved transport of water and more efficient irrigation management have a price.*
- *Roles/ Responsibilities of the MWRI staff under IMT must be detailed, stressing the ministry's continued support to farmers and the engineers will still be needed in the field. IMT will need the continued support of MWRI to succeed.*
- *Government is still a partner to farmers.*
- *Additional information about IMT is easy to obtain (web site, communications unit).*
- *MWRI Communications Unit appreciates feedback on its efforts to communicate the issues of IMT.*

Basic FAQ New Messages for all Target Groups in Medium-term:

- *Highlight success stories and experiences from the pilot*
- *Feature stories about BCWUAs: challenges, problems and successes.*
- *Explain new outlets of information distribution (schools, clubs, etc.)*
- *Possible new activities of BCWUAs, after the water issues are in order.*
- *New challenges and possible obstacles.*
- *Outline trouble areas and offer suggestions of how to cope through improved collaboration.*
- *Feature stories about MWRI officials and IMT working group, highlighting their commitment to innovation.*
- *Feature stories about Engineers in the field, challenges and rewards of implementing IMT.*
- *Feature interviews with Agricultural Engineers/personalities from the Ministry of Agriculture highlighting their impression of IMT, both negative and positive impressions.*
- *Feature stories about how the Ministry of Education, schools and universities have participated in IMT.*
- *Children's stories about IMT.*
- *Feature stories about how Ministries of Youth, Culture and Sports (and clubs and venues) have participated in IMT.*
- *Feature stories about how the Press and Media have participated in IMT.*
- *Feature stories about how NGOs have participated in IMT.*
- *Feature stories about how Politicians have participated in IMT.*
- *Feature stories about donations to and partnership in IMT implementation.*
- *Feature stories about how Religious Groups have played a role in IMT.*

2.16.2 Long-term Messages

Long-term messages should be decided upon after paying close attention to the communications needs of the target groups and how they responded to the initial messages. Formal and informal means of assessing the effectiveness of the IMT/PAC in the short and medium-term will indicate what messages are needed in the long-term. The IMT/PAC should listen, listen, and listen.

2.17 Anticipated Problems and Obstacles

One should always anticipate problems when creating communications material to avoid the surprise and inability to adapt to something not thought of. Below are some of the problems that should be considered when designing the Pilot Program materials in order to avoid obstacles from the beginning. When problems do arise, the IMT/PAC should be sensitive enough to respond by modifying and improving messages.

TARGET GROUP	ANTICIPATED PROBLEMS AND OBSTACLES
1-FARMERS	<ul style="list-style-type: none"> ◆ Lack of understanding, cooperation and participation ◆ Priority of task management by BCWUAs (Board member takes care of his concerns first and neglects the interest of all) ◆ Farmers/BCWUAs not used to dealing with banks ◆ Disorganization in money collection/management ◆ Head farmers see no need to change the system, they have all the water that they need (nothing wrong with the status quo) ◆ Flow of information not fluid enough to maintain support of informational needs. ◆ Managerial and financial responsibility
2- PRESS & MEDIA	<ul style="list-style-type: none"> ◆ Bad press coverage, not appropriate or no coverage ◆ Flow of information not fluid enough to maintain interest, lack of access to it ◆ Financial resources to transport journalists on travel ◆ High level officials who should be supporting the IMT are hesitant to stand up for IMT, lack of courage to support IMT vocally, maybe this is a lack of trust in IMT or a confusion of this with other MWRI programs ◆ Safe centralized distribution is preferred as opposed to better access in a decentralized distribution structure ◆ Lack of transparency ◆ Favoritism of friendly press over opposition press ◆ IMT will be a new topic for all, reporting on it should have begun a long time ago. ◆ Misinformation could lead to distrust in program

TARGET GROUP	ANTICIPATED PROBLEMS AND OBSTACLES
3- RELIGIOUS BODIES	<ul style="list-style-type: none"> ◆ No support ◆ Will regard IMT as a program not beneficial to Egyptian people ◆ Misinformation could generate a distrust in IMT ◆ Flow of information not fluid enough to maintain interest
4- MWRI	<p>Senior Officials and Middle Management</p> <ul style="list-style-type: none"> ◆ Financing sustainable implementation of IMT Policy ◆ Less enthusiasm to adopt and support IMT (lack of interest) Not enough coordination between the MWRI sectors and departments ◆ Confusion of IMT with other MWRI programs (inability to differentiate) ◆ Competition of programs within the MWRI ◆ Officials can only speak from their own backgrounds, not knowing IMT well enough to defend it ◆ Law about IMT not clear ◆ Understanding that IMT is a national project, not a policy ◆ Hierarchy of priorities for MWRI ◆ Flow of information about IMT not fluid enough to maintain program as priority <p>Engineers and Field Staff</p> <ul style="list-style-type: none"> ◆ Lack of commitment to the program ◆ Misunderstanding of IMT policies ◆ Confusion of IMT with other MWRI programs ◆ Flow of information not fluid enough to provide them necessary tools/support
5. ENGAGED PUBLIC	SEE: SEPARATE TABLE BELOW
6. GENERAL PUBLIC	<ul style="list-style-type: none"> ◆ MWRI hiding the truth, MWRI afraid to speak about it problems, ◆ Hesitancy to be 100% transparent ◆ No courage to be pioneers and take the risk ◆ General public may influence their representatives and politicians negatively, who could then reject IMT ◆ Flow of information not fluid enough to maintain interest ◆ Misinformation could lead to distrust in program, trust

TARGET GROUP	ANTICIPATED PROBLEMS AND OBSTACLES
	of public is easier destroyed ◆ Lack of interest or support

TARGET GROUP	ANTICIPATED PROBLEMS AND OBSTACLES
5. ENGAGED PUBLIC 1. OTHER MINISTRIES	<ul style="list-style-type: none"> ◆ Misinformation for district level field staff may negatively affect their confidence and that ◆ of the farmers in IMT ◆ Conflicts between ministries and author ◆ Flow of information not fluid enough to maintain interest
2. NON-GOVERNMENTAL ORGANIZATIONS	<ul style="list-style-type: none"> ◆ Lack of NGO support or participation ◆ Flow of information not fluid enough to maintain interest ◆ NGOs might not consider BCWUAs as an NGO because they are not registered with the Ministry of Social Affairs. ◆ BCWUAs do not behave according to NGO guidelines...perhaps they become politically active and frighten-off collaboration.
3. POLITICIANS	<ul style="list-style-type: none"> ◆ Criticism of IMT could advance the political campaigns of opposition ◆ Politicians become more concerned with risks than benefits ◆ Flow of information not fluid enough to maintain interest
4. DONOR ORGANIZATIONS	<ul style="list-style-type: none"> ◆ Misinformed donor agencies may reject proposals to support IMT and dissuade other donors, generating a general lack of confidence. ◆ No interest or support ◆ Regard that IMT is not right for Egypt ◆ Not able to differentiate between MWRI programs ◆ MWRI will propose competing programs for funding ◆ Flow of information not fluid enough to maintain interest ◆ Misunderstanding of the Egyptian Case and environment.
5. INDUSTRY	<ul style="list-style-type: none"> ◆ Not taking the IMT program seriously

2.18 Tailoring Information for the Specific Needs and Characteristics

Each of the targeted core groups has specific informational needs that have to be addressed appropriately. Using the right media and delivering it in a user-friendly form is essential to the success of the IMT/PAC.

For Farmers	Keep it simple, make it attractive, “concepts” and details whenever necessary. Information in easy to digest forms, Do not speak down to this target. Create materials for children who read to their parents, ages ten to fifteen.
For Press and Media	“Concepts,” information in easy to digest forms, visits to sites, feedback on articles and news broadcasts
For Religious Groups MWRI The Engaged Public	Give them both the “concepts” to help them explain it to others, as well as the details, so they can understand the issues and measure the impact. Comprehensive, hands-on training, continuous information flow, updates, quick easy access for questions and problems
The General Public	Keep it simple, make it attractive, concepts, not details. Follow commercial marketing trends for greatest impact.

2.19 Working with the Press

The IMT/PAC’s relationship to the press needs careful management and continuous monitoring. MWRI needs to pay attention to what the reporters write. If the reporters get it wrong, they should get a call to help them clarify the issues, if they get it right, they should be recognized. It is understood that certain traditional relationships exist between the MWRI and the press. There may be organizations that have not given favorable coverage to past GOE initiatives and have lost government trust. Nevertheless, these organizations have audiences, sometimes quite large. MWRI will want to reach them, if not now, then sometime in the future. MWRI should not allow past problems to prevent us from making the broadest public awareness campaign possible. It might only involve including everyone on the IMT/PAC mailing and invitation list. The objective is to present IMT for what it is: Water Policy.

The MWRI should aggressively disseminate information to all legitimate press and media organizations. Deal with the press on a wholesale basis. It would certainly cause problems if MWRI were selective in releasing information to particular media organizations, because the others would feel excluded. If this happened, the MWRI’s efforts with IMT could backfire, making the MWRI a target of anger. There is no reason for that.

A clipping service is an essential function of a communications program. Positive stories and news must be circulated quickly and monitored. Negative stories and criticisms must be addressed directly and quickly, as well. Donor organizations like press clippings.

Because the attention of readers may be drawn to other, more sensational elements in the news, efforts must be made by the MWRI communications staff to write news releases in such a way that they connect the information to common interests, such as jobs and economic development. The future of the Nile and how its resources are being

better maintained is a compelling topic for most Egyptians. We have the potential of raising public awareness about very important issues, in which everyone has a potential interest. The general public is concerned, perhaps badly informed, but quite aware and easily aroused when it comes to water. Convincing them of the importance of this issue, and demanding more of their time is not easy. We will have to be very creative and responsive their needs. Everyone needs water and can easily understand the dangers of shortages.

2.20 Strengthening the MWRI's Communications Unit

The Communications Unit of the MWRI is talented and motivated. It is capable of delivering information about IMT to the press, the public and all targeted audiences. Unfortunately for IMT/PAC purposes, the Communications Staff has limitations in terms of staff time and funds. This is especially true measured against the complexity of dealing with many other programs at the Ministry. In order to maximize scarce manpower resources, the Communications Unit must do as much as possible to streamline procedures, develop and maintain an up-to-date mailing list and systematize the production and distribution of information. The IMT/PAC will need to engage at least four full-time public relations specialists to devote themselves solely to this program. They in collaboration with four part-time members of the Communications Unit will form the IMT/PAC Team.

In the short-term, especially during the initial production and dissemination, we recommend strongly that several people from the Communications Unit work halftime on the IMT/PAC with these four staff. This team should include an associate with desktop publishing skills and others with good writing, editing and organizational skills. Once information delivery systems have been established, the IMT/PAC Team should be able to function with this small staff up into the medium term when IMT begins to grow. This assumes that the Communications Unit can continue to provide part-time assistance and handle monitoring the press and clipping relevant articles.

In addition, the IMT/PAC Team will need some basic equipment, typical of a small communications office. This will include several phone lines, a high-speed fax with large capacity memory, a desktop publishing computer, a scanner, as well as new software for desktop publishing, web site development and image manipulation. The Communications Unit staff has achieved a certain level of mastery of desktop publishing software. Nevertheless, given the need to generate a lot of new material, it would be worthwhile to invest in upgrading the software and giving those staff members who handle this function some training to improve their skills. It would be most efficient if the members of the IMT/PAC Team were situated in close proximity to each other and their equipment.

In the medium-term, the basic objective of the IMT/PAC should be to keep positive news about the IMT in the public's eye. The team must also expand the reach of the IMT/PAC to the new audiences in new areas in order to promote wider participation. The IMT/PAC Team will also have to work hard to develop and maintain partnerships with the various governmental and non-governmental organizations who should, at this point, be collaborating in IMT/PAC..

2.20.1 There are a few general principals the IMT/PAC Team should follow in managing IMT/PAC:

- Listen to the target audiences, pay attention to their changing needs.
- Do everything possible to keep IMT in the public's eye.
- Use the tools as aggressively as possible.
- Use the tools as models in developing the new tools that will be required to meet the public's changing needs.
- Systematize the process as much as possible so that the MWRI can communicate with 50, 500 or 5,000 people with equal facility.
- Maintain these systems. Update the dissemination database every week.

2.21 Addressing Problems

When a problem occurs that threatens IMT or people's confidence in it, the MWRI must show itself to be actively engaged in solving the problem. The public needs to know what has happened; why it is important; and what MWRI is doing about it.

To take full advantage of the short time frame between the emergence of a problem and the point where the public loses interest in the issue, the MWRI must act quickly to get its message out and show the public and the targeted audiences what it is doing about it. If MWRI delays too long in demonstrating that it is doing its job, it risks telling its story to an audience who is no longer listening. Responding to problems quickly guarantees that MWRI will maximize the percentage of the audiences it reaches. In telling its story to the press and the broadcast media, MWRI officials must decide beforehand what simple and basic messages it wants to deliver about its position on the issue.

Internal problems will need a great deal of attention also. These will require quick and efficient responses from the IMT/PAC. The following are among the possible problems that could need addressing concerning IMT:

- Flow of information and transparency
- Misinformation
- Lack of steady support and participation in IMT
- Distrust and criticism
- Lack of interest
- Lack of commitment
- Lack of courage

2.22 Developing a Crisis Management System

One important element, central to MWRI's communications planning for the short-term, medium-term and long-term, is a crisis management strategy. In spite of all the care and attention invested in making the IMT operate reliably, there will always be malfunctions. A clearly written crisis management plan should be developed by the MWRI's staff to handle any crisis that may arise. Within the plan, a list of possible scenarios should be recognized. The plan should address each possible scenario, designate a spokesperson and identify appropriate remedial action. All members of MWRI's senior staff should participate in drafting the plan so that everyone will feel that they are part of it. The basic elements of the plan should then be communicated to middle and lower level staff to make sure that everyone knows what they have to do.

The plan should assign clear responsibilities. It should identify who will focus on the operational side and who should explain the problem to the public. The plan should

also delineate fundamental principles and procedures that will be followed in the event of a crisis.

There are several basic principles that have proven effective in handling crises:

- Be honest, direct and frank when describing the problem.
- Respond quickly and vigorously to the problem. The worst mistake many organizations make is to focus exclusively on the operational side of solving the problem and assume that communications will take care of itself. People need to know right away what happened and what MWRI is doing about it.
- Avoid the temptation to drown the audience in technical details. Instead of using jargon to describe the problem, try to find metaphors and other simple ways of explaining it to help people understand what happened and what is being done to correct it.
- If there is anything the public can do to help the MWRI solve a problem, it needs to be explained clearly. This makes the public part of the solution.

Problems tend to get worse when an organization fails to address them directly. In effect, the lack of information creates a vacuum. In the absence of clearly articulated facts about what happened and what is being done about it, rumors and misinformation begin to fill the vacuum. This often compounds the problem and makes it harder to solve. If rumors and misinformation develop around a problem, the MWRI should address them immediately in the press or on television.

It should be stressed again that MWRI's senior staff should participate in creating the plan. This is the best way to insure that the plan will be implemented effectively. The nature of a crisis demands that the staff know what to do, the minute the problem arises. In a crisis, there is rarely enough time to sit down and decide what to do. For this reason the plan should be worked out in advance. This way, all that needs to be done when the crisis occurs is to modify the plan to conform to the particular characteristics of the problem.

3 Phase II — Design and Production

3.1 Developing the Pilot Program

In order to help in the start-up of IMT and to accelerate its growth of IMT and expansion throughout Egypt, the MWRI should implement a broad-based education and information campaign that will introduce and explain the IMT and its role. To do so, the MWRI will need to commit resources to develop and produce a comprehensive communication program using a variety of media. The basic elements of the program are:

- A. The Print Program
- B. The Press and Broadcast Media Program
- C. Seminars, Workshops and Information Days
- D. Other Media Programs

The various elements of this comprehensive plan are designed to complement and reinforce each other in such a way that the total will be greater than the sum of the parts. Each element of the campaign should relate to the other, both in terms of visual identity and content.

It is important to note that what is described here represents an ideal or optimal program. The order in which the tools are listed reflects our own suggested priority. Since the budget for the Pilot Program has yet to be decided, we are making recommendations in a "menu" presentation, suggesting combinations of tools and activities to achieve the greatest impact. The MWRI will be able to pick and choose from these selections according to consensus on priorities and available funds. The scope may have to be reduced in order to fit in with budget limitations so it would be important to discuss the priorities following the working group's review of the report.

The objective of the program is to improve the level of participation in, as well as the understanding of IMT on the part of several target groups. Farmers need to know what it means to be responsible for irrigation management. Field engineers need to know how to assist farmers in the process of adapting to IMT. An engaged public must be motivated to participate and contribute to the programs success.

Implementing IMT/PAC will be the first step in addressing several obstacles that could prevent IMT from achieving its potential. The list below details several specific problems facing the IMT; but each of them reflects two basic issues. First, the business community needs to adopt a new mentality, a new approach to raising capital and financing expansion. Second, the public must be motivated to consider securities as a viable and attractive way to invest and save.

The IMT/PAC needs to address certain specific problems that presently inhibit the IMT growth and development. A short list includes the following:

- The lack of understanding of the mechanics of IMT
- The negative impression some people have of taking on responsibility
- The fear of water pricing
- Resistance to changing the traditional role government has played in water management

Many farmers regard the activities of IMT as abstract and remote. Many Ministry staff view it as just another program, i.e. one of many such programs, attempting to upgrade irrigations systems in a hopeless situation. The general public and the engaged public still know very little about it at all, but they may be holding on the misconceptions about the work of the MWRI. The communication tools produced for the Pilot Program should help to demystify the IMT for all of the groups targeted in the short-term. They need to see that IMT is a viable means of more efficient water management and water conservation. The video and print material should be attractive and interesting to all of the audiences and not intimidating to any.

While the proposed IMT/PAC is comprehensive and should serve the MWRI for many years, it is not definitive. IMT will expand and develop, and its requirements will change as well. Therefore, the IMT/PAC should not be static in conception or implementation. Instead, it should support the evolution of IMT and the increasing sophistication of its audience. This program will begin the process by creating a platform for communicating new messages and reaching new audiences as the IMT grows and develops. Together, the various elements of the program will give the MWRI a variety of effective mechanisms for reaching its many audiences with important information.

3.2 The Print Program

By the end of this Pilot Program, IMT should have a family of brochures aimed at specific audiences and of varying levels of specificity, from the very general to the very specific. The information presented should include details about IMT and how people can participate in or support it. It is strongly advised to move forward during the short term with the video program, TV spots and the workshops, seminars and information days. The printed information coupled with the new materials will provide the target groups a clear understanding of how to participate in the program throughout the duration of the short-term.

The recommendations for print materials represent an ambitious but very valuable program that will streamline the deliveries of information to the various groups. The suggestions that follow are limited to the start-up of the IMT/PAC, what we have been referring to as the Pilot Program. The Pilot Program will begin with the development of a logo and graphic identity system to help build “brand awareness” in the minds of all target groups, helping to make IMT a tangible entity for everyone. As mentioned earlier, it is essential to design the logo first since it will appear on everything the IMT/PAC Team produces. A “Frequently Asked Questions” (FAQ) booklet will provide general information about the IMT. This booklet will serve the press and media, religious groups, the MWRI staff, the engaged public and the general public. Cover letters (black and white standard letters, printed in house on desktop printers) or more colorful inserts, when delivered with the booklet, will customize the material, tailoring a packet with the specific messages needed to make it appropriate for each target.

A modified version of the FAQ will need to be produced the farmers. This version, referred to as the "FAQ Series", will be made up of four user-friendly tri-folds. The same information and messages of the FAQ will be presented in these materials, but tailored for a less educated audience. Fewer words, simple presentation, spacious layout

and more target specific graphics. The messages will be divided into four topics that, when combined, deliver the essential messages of the FAQ:

1. Costs and Benefits of IMT
2. Roles and responsibilities (of the farmers and of the MWRI)
3. 7 steps to forming a BCWUA and how to participate in representative (i.e., democratic) structures.
4. Laws and regulations and religious inspirational quotes.

Five posters will be created. One will be done as a theme setter, an establishment of the mode and style of the IMT/PAC material. The other four will be produced based on each of the four topics from the FAQ Farmers Series. These posters will not only target the farmers and general public, they will also be used for the other target groups. Posters are a good means of presenting the basic concepts of the FAQ. If well designed, they will effectively catch the targeted audience's attention and provide constant reminders of the material. Sufficient posters should be printed to make them available to all target groups in abundance.

An introductory booklet will be created to present IMT to all of the target audience: *Concepts not details. IMT in a nutshell.* This brochure gives a quick glance at IMT, offering very general ideas and concepts. It is an introduction to the program and should be considered a hook for attracting the target groups to the material that has been designed specifically for them. This introductory booklet will best serve all target groups.

Another more specialized booklet will be produced for MWRI engineers and field staff. The Field Staff Guide will provide step by step information about "how to do it". This booklet will provide "lesson plans", offering suggestions on how to work with the farmers, how to encourage involvement in the BCWUAs (seven steps), how to distribute IMT/PAC materials to local schools, health clinics, mosques and community centers, and how to be a strong IMT resource.

Thirty facts sheets will need to be produced throughout the short-term. Ten should be designed and produced for religious bodies, all based on the FAQ Series. These can be used as talking points for speeches about IMT during weekly religious gatherings. By providing the religious leaders with a guide for presenting IMT, we are actually helping them prepare their sermons. Ten others should be produced to serve the MWRI field staff. These will be given to the farmers as handouts, coinciding with the messages the other target groups as deemed necessary. These can outline success stories and be included in a variety of ways.

In order to reach the farmers through their children, we have to get material into the schools as early as possible. While it is recommended to make greater efforts in the medium and long-term to reach kids through traveling performances, "water conservation" clubs, activity booklets and curriculum material for teachers, in the short-term Pilot Program, a minimum effort in this regard must be attempted. This could be as simple as doing a small activity booklet stressing the four messages of the FAQ Series, something that the children can take home and share with their parents. Stickers should accompany this booklet. This material can all be linked to the posters that have been produced for the farmers and general public. If these posters are designed creatively, they might work in schools (and other children's centers) as well as the other

previously mentioned target group venues. At any rate, the activity booklet and stickers will at least have served as a minimum for a huge purpose in the Pilot Program.

All print material should be written in a clear, concise style that will simplify and demystify the operations of IMT for those targeted.

It is extremely important that written and presentation material reflect the fact that the IMT is a national program, the dignity and integrity of which are important assets. They must project an image of a program that the public can trust.

The writing and design should be excellent and eye-catching. The paper used for the FAQ Series and fact sheets should be a heavier weight, more durable so as to sustain wear and tear. It is prudent to invest in four-color printing on high gloss stock for all items. Black and white campaigns can be very artistic and quite compelling but IMT needs the liveliness and fresh look of a multi-colored approach.

3.2.1 Logo Design and Graphic Identity System (Graphics Standards Manual, and Pocket Folders)

Logo design and establishing a basic look for all IMT materials is a very important task, and more difficult to accomplish than it may appear. Prior to beginning production of brochures for the various audiences, the IMT/PAC should hire a skilled and talented graphic designer to design a logo and establish graphic standards for all printed material. Many institutions create a graphic standards manual to describe the design standards and printing instructions for the production of all future printed material. This is highly advised because it organizes a tool that will be used over and over, making quick access easy.

As part of this initial effort, the IMT/PAC will also need certain generic printed pieces including pocket folders with logos on them and various titles such as "IMT Press Kit", "IMT Field Engineer Packet" or "IMT Farmer's Packet" as well as printed covers with just the IMT logo that can be used to package documents. These will be used at events such as press conferences and as a means of packaging information for individuals or groups. In addition, IMT/PAC will need letterhead and other basic stationery items.

The purpose of designing a logo and symbol for IMT is to establish a standard "look" for all printed materials and videos. A logo ties everything together and gives a program a stronger image in the minds of its public. Over time, the audience associates these symbols with the program, which helps to streamline the communications process.

It is recommended that the MWRI print stationery materials to be used for internal and external communications. As soon as the IMT/PAC Team and IMT working group decides on its logo, it would be wise to print 20,000 sheets of letterhead as well as second sheets, envelopes and business cards. The business cards could have all of the contact information needed, leaving a space for the field engineer to include his information. A calendar could be printed on the back of this card to give it constant utility. The IMT/PAC should print 8,000 pocket folders for gathering documents for presentations and press packages and 5,000 report covers.

Pocket Folders (IMT logo)
Quality- High
Colors- 4

Format- 8.5 x 11 folded
Cover- coated stock
Quantity- 2,000

Pocket Folders ("Press Information" with IMT logo)
Quality- High
Colors- 4
Format- 8.5 x 11 folded
Cover- coated stock
Quantity- 2,000

Pocket Folders ("Field Staff Packet" with IMT logo)
Quality- High
Colors- 4
Format- 8.5 x 11 folded
Cover- coated stock
Quantity- 2,000

Pocket Folders ("Farmers Packet" with IMT logo)
Quality- High
Colors- 4
Format- 8.5 x 11 folded
Cover- coated stock
Quantity- 2,000

Booklet / Report Covers (name and logo only)
Quality- High
Colors- 2
Format- A4
Cover- coated stock
Quantity - 5,000

3.2.2 Booklet #1 - Frequently Asked Questions (FAQ)

It is not yet determined whether or not this booklet should be in traditional FAQ format, i.e. presented with question and answers. The term FAQ is used to refer to it because of its nature. It is a booklet that properly introduces all of the relevant information about IMT to most of the target audiences. The format does not necessarily need to have questions. Nevertheless, to make this booklet effective, the IMT/PAC Team and the IMT working group should begin collecting questions for the purpose of compiling a realistic list of pertinent questions that need to be answered. This list of questions should become the base of the FAQ, the first booklet to be produced. The list of messages in the *Strategy and Approach* section of this report provides a point of departure for developing the FAQ Booklet. This tool is aimed to serve the press and media, religious groups, the MWRI staff, the engaged public and the general public. It is the one tool that communicates most comprehensively what IMT has to offer.

Quality- Moderate/High
Number of pages- 12
Format- 8.5 x 11
Colors- 4

Number of photos- 16
Cover- coated stock
Inside Pages- Uncoated stock
Quantity- 10,000

3.2.3 Booklet #2 - Introducing IMT

IMT in a nutshell. This brochure gives a quick glance at IMT, offering very general ideas and concepts. It is an introduction to the program and should be considered a hook for attracting the target groups to the material that has been designed specifically for them. This introductory booklet will best serve all target groups.

Quality- Moderate/High
Number of pages- 4
Format- folded 4 X 8.5
Colors- 4
Number of Photos- 8
Cover- lightweight coated stock
Quantity- 10,000

3.2.4 A4 Tri-fold #1,2,3,4 - FAQ Farmer Series

A series of tri-folds (open-up brochures) should be produced to introduce IMT to farmers. These tri-folds would be based on a modified FAQ and called the "FAQ Farmer Series". The series of tri-folds would be in large formats, carefully written, beautifully designed and with photos. The challenge in writing them is to find a balance between promotion and education. It is also important to be accurate without being too technical. These four user-friendly tri-folds would contain the same information and messages of the FAQ, tailored for a less literate audience. The messages would be divided into four topics that, when combined, deliver the essential messages of the FAQ:

3.2.5 *Tri-fold #1: Costs and Benefits of IMT*

3.2.6 *Tri-fold #2: Roles and responsibilities (of the farmers and of the MWRI)*

3.2.7 *Tri-fold #3: 7 steps to forming a BCWUA and how to participate in representative (democratic) organizations*

3.2.8 *Tri-fold #4: Laws and regulations and religious inspirational quotes*

The program would print 5,000 copies of each, knowing that there may need to be some fine-tuning before the second publication for the medium-term. The series of tri-folds would deliver all the basic information any farmer would need to participate in IMT, explaining costs, benefits, risks, opportunities, procedures etc.

Quality- Moderate/High
Format- A4 size tri-fold
Colors- 4
Number of photos- estimate 10
Coated stock
Quantity- 5,000

3.2.9 Posters #1,2,3,4,5

There will be one poster that has a general design to set the theme of the IMT/PAC. The other four posters will be based on each of the four FAQ Farmer Series topics.

Quality- Moderate
Format- 36" x 48"
Colors- 4
Paper: 80 lb.
Coated stock
Quantity- 2,000 each design

3.2.10 Field Staff Guide

This should serve as a step-by-step guide for field staff explaining all about how to participate in IMT. The idea is to have lesson plans for the steps needed to form BCWUAs, become a member, be active, take of responsibilities, etc. Field Staff will need this sort of material to standardize the information they pass on to farmers.

Quality- Moderate
Number of pages- 12
Format- 5" x 7"
Colors- 3
Cover- coated stock
Inside pages- uncoated stock
Quantity- 2,000

3.2.11 Fact Sheets (30 types)

Ten sheets, for use field staff for working with farmers, will be designed. An additional ten would be designed for MWRI purposes. Topics and targets for the remaining ten fact sheets would be determined as the short-term progresses.

Quality- Moderate/High
Colors- 4
Format- A4
Coated stock
Quantity - 5,000 each

3.2.12 Activity Booklets Children

This booklet will present the ideas of the FAQ Farmer Series in a way that children can understand them, relate to them and be encouraged by them to speak with their parents about the issues. It is the last priority of the Pilot Program but still an essential tool needed to keep the idea of IMT arriving to the farmers from all directions.

Quality - Moderate/High
Colors - 4
Format - A4
Cover - Coasted stock
Inside - uncoated stock
Quantity - 10,000

3.3 The Press and Broadcast Media Program

Educating the general public about IMT and the positive effects it can have on water management and water conservation is in the best interest of the MWRI. Radio and television are perhaps the most effective means of reaching the general public. It is highly recommended that video and audio programs be produced in the short-term period of this program. They will be extremely useful for expansion in the medium term. The short-term activities in the pilot areas offer a good opportunity to create useful broadcast materials and test them in focus groups.

When creating the communications tools for press and broadcast purposes, the style, tone and content of the message should aim to communicate a different level of information than that targeted by the introductory brochure and other print material. As video reaches a much broader audience, its message must be geared to communicate concepts as opposed to details.

3.3.1 *Introductory Video*

The IMT/PAC should design and produce a 10-minute educational video that introduces the engaged public and the general public to IMT, its functions and operational procedures. This introductory video can be shown at meetings, presentations, workshops and seminars. It can also serve as a centerpiece for talk shows and panel discussions broadcast on commercial and public TV networks throughout the Egypt. Half-hour or hour TV programs could use the video to anchor a talk show or panel discussion. It can also be used on a call-in show with panelists answering viewer's questions. It would be best if the 10-minute video were hosted by a popular TV personality, someone who can attract attention to his/her presentation of the topics.

The key in making an effective video capable of serving as an attractive and informational centerpiece for a variety of programs is to blend the educational and entertaining elements together in a lively way that holds the viewer's interest. The video must follow a clear logic, and each segment of the program should not only connect well to the preceding segment, it should creatively build on it.

The video will begin with an opening that explains the role of IMT. It is important for viewers to understand how IMT will help Egyptians deal with a growing water crisis. The video will explain a number of basic questions people might have about IMT. It will introduce the different costs and benefits of the program. It would be wise to make several hundred VHS copies to initiate a distribution effort. Copies should be sent to ministers and other key individuals. Of course, many more copies will have to be made to reach a wider audience. Professional format (BETACAM) copies will be made and distributed to TV stations in the region.

Length- 10 minutes
Audience- Engaged Public and General Public
Format- Broadcast Quality Video- with a 1"or Betacam SP Master
Language Versions – Arabic and Arabic with English subtitles

3.3.2 *Radio Messages*

A radio program consisting of six 5-minute prerecorded programs about IMT can also be produced and distributed widely as centerpieces for talk shows and other programs.

The radio program should relate to the video program stylistically, they could both use the same host, for example. The radio broadcasts can reach a large segment of Egyptian population. The scripts for these "spots" must be developed in a creative and educational way to maintain the interest of diverse target audiences. It would be helpful to engage the collaboration of the radio station programmers in the design and creation of these spots. The programmers would be more likely to cooperate in airing the spots or including them as centerpieces on in radio talk shows.

There should be synergy in terms of presentation and delivery between the Radio Program, the Video Program and the Print program. The host of the radio shows or TV programs could invite the viewer to write to the MWRI for more information, or pick up an introductory brochure at a certain location. As a means of responding to viewer inquiries, the IMT/PAC Team could send out the brochures developed in the print program.

Number: 6
Length: 5 minutes each
Audience: General Public
Format: Digital Audiocassettes
Language Versions – Arabic

3.4 Seminars, Workshops and Information Days

The most effective way to communicate highly specialized information about IMT and its functions to representatives of the press and media, farmers, religious leaders, MWRI staff and the engaged public is through educational seminars. Although this is a costly activity, it is a way to assure that the most important target groups of this campaign receive the adequate and high standard of specialized training needed to participate fully in or support IMT. These are scheduled to start-up in the short term, but because of their importance, they should be repeated regularly (biannually or annually) throughout the entire campaign, both medium and long-term.

MWRI Seminars
Seminars for Religious Bodies
Training sessions for the Field Staff
Introductory Information Days for the Engaged Public
Workshops for the Press and Media Representatives
Trainings for the Ministry of Education teachers

The IMT/PAC should start conducting seminars in the short-term for all of the target groups. This will allow the groundwork to be put in place for the expansion of IMT in the medium term.

3.5 Other Media

3.5.1 Advertising

IMT is a market, not a product. As an important national program, maintaining its dignity, integrity and credibility is essential to its success. It cannot promote itself the way a commercial entity would its product. Therefore advertising should be used selectively and carefully. During the short-term, the IMT/PAC should develop three basic newspaper ads to promote specific milestones in the development IMT. The first

ad will appear to announce the logo and the fact that IMT is being developed by the MWRI to meet a growing need for more efficient management of the irrigation system. Another ad will announce the availability of information about IMT. It will tell readers where and how to access the information. Another can be used to announce seminars about specific topics for engineers. These ads should appear in engineering publications. Depending on the budget and whether or not the IMT/PAC can secure preferential rates; the program may also place these ads in select newspapers in the country.

3.5.2 The Internet

As soon as the logo is complete and as the initial set of communications tools have been written and produced, the IMT/PAC should establish a web site for IMT. It should apply for a domain name as soon as possible since domain names are distributed on a first-come, first-serve basis. To apply for a domain name it must first select a host server. Presumably the same host that serves the MWRI web site would be a good choice.

Although the web is not a primary dissemination medium since such a small percentage of the Egyptian population uses computers, the web is an important tool to facilitate the efficient dissemination of information about IMT. It will be useful for making information available to the various networks that will be employed in the IMT/PAC. It will streamline the process of distributing information to the press and broadcast media, government agencies, the engaged public and other professional organizations.

3.5.3 "Road Shows"

As discussed earlier in the Strategy and Approach Section of this report, sending speakers to meetings of community groups and professional association meetings is one of the most effective means of promoting IMT. Nevertheless it is extremely costly in terms of manpower and travel expenses. Upon completing the review of this plan for IMT/PAC, the IMT working group will have to decide who is available to do this and how much time they can commit to this task. Given the costs involved, the venues MWRI staff chooses to send speakers to must be prioritized. For example, it would be more important to send speakers to MALR conference than to a local Rotary Club meeting. On the other hand, sending a speaker to a Rotary Club meeting when the members have expressed interest in helping IMT identify potential donors has huge incentives. These are judgment calls and it would be best to make them as the process unfolds and in response to specific needs and opportunities.

3.5.4 Traveling theatre presentations

Creative interactive presentations could be produced and organized to go from school-to-school, capturing the youths' attention in an entertaining way and attracting them to IMT/PAC issues. At the same time, facilitators could present curriculum guidelines to teachers and school administrators and provide a brief training on how to incorporate more water related activities into everyday lesson plans. Maintaining a traveling group of facilitators would be pricey, but extremely effective in reaching out. The structure that such a group could put in place at the local level would provide long-term educational support with ramifications that extend into the next generation.

3.5.5 Children's Clubs

"Water Conservation" clubs should be considered as a possible mode for IMT/PAC dissemination in the long-term. Children can be motivated to form these clubs at community centers around the nation, in their scout troops or in public libraries. These clubs would be social in nature with clear objectives for keeping water conservation as a priority topic for youth. A web page could link these clubs around Egypt with children all over the world, gathering to communicate among themselves, ideas about water.

3.5.6 An IMT Newsletter

Newsletters are ideal ways to maintain an effective dialogue with many of the audiences, especially with the MWRI staff, other ministries and the engaged public.

3.6 IMT/PAC Short-Term Budget

Option I – Full Collaboration with Private Sector Professionals September 2001 - December 2002

Items		U.S. Dollars	Egyptian Pounds
Administrative:			
• Four Staff for IMT/PAC Team-on salary (\$500/month) for 18 months		\$36,000.00	138,600.00
• Temporary Artistic Support (commissioned work during 18 months)		\$10,000.00	38,500.00
• Computer graphic designer (\$2,500.00)			
• <i>Visual arts specialist</i> (\$2,500.00)			
• Musician (\$2000.00)			
• Office Equipment (machines, program upgrades)		\$5,000.00	19,250.00
		\$51,000.00	196,350.00
Total Administrative			
Printing Costs:			
Quan	Items		
	• Graphic Identity Program	\$500.00	1,925.00
8,000	• Pocket Folders	\$4000.00	15,400.00
5,000	• Report Covers	\$500.00	1,925.00
	• Stationery materials	\$1000.00	3,850.00
10,000	• Introductory Tri-fold	\$2000.00	7,700.00
10,000	• FAQ for Engaged Public	\$5000.00	19,250.00
5,000	• FAQ Farmers Series # 1	\$1250.00	4,812.50
5,000	• FAQ Farmers Series # 2	\$1250.00	4,812.50
5,000	• FAQ Farmers Series # 3	\$1250.00	4,812.50
5,000	• FAQ Farmers Series # 4	\$1250.00	4,812.50
2,000	• Field Staff Guide	\$5000.00	19,250.00
60,000	• Fact sheets (30 x 2000 each)	\$6000.00	23,100.00
20,000	• Posters (5 x 4000)	\$10,000.00	38,500.00
100,000	• Stickers	\$1000.00	3,850.00
10,000	• Activity Booklet	\$5000.00	19,250.00
Total	Printing Costs	\$45,000.00	173,250.00
Video Program:			
One 10 minute video centerpiece complete & ready for broadcast or screening, six public awareness spots (30 seconds), Ten 5 minute radio spots			
• Production		\$20,000.00	77,000.00
• Post-production		\$20,000.00	77,000.00
• Radio Spots		\$6,000.00	23,100.00
• Distribution		\$2,500.00	9,625.00
Total		\$48,500.00	186,725.00
Grand Total		\$144,500.00	556,325.00

MWRI Communications contributes four staff part-time for 18 months
Costs of Seminars, Workshops and Information Days not included.

IMT/PAC Short-Term Budget
Option II – Partial Collaboration w/ Private Sector Professionals
September 2001 - December 2002

Items		U.S. Dollars	Egyptian Pounds
Administrative:			
• Two Staff for IMT/PAC Team-on salary (\$500/month) for 18 months		\$18,000.00	69,300.00
• Temporary Artistic Support (commissioned work during 18 months)		\$8,000.00	30,800.00
• Computer graphic designer (\$3,000.00)			
• <i>Visual arts specialist</i> (\$3,000.00)			
• Musician (\$2000.00)			
• Office Equipment (machines, program upgrades)		\$5,000.00	19,250.00
		\$31,000.00	119,350.00
Total Administrative			
Printing Costs:			
Quan	Items		
	• Graphic Identity Program	\$500.00	1,925.00
8,000	• Pocket Folders	\$4000.00	15,400.00
5,000	• Report Covers	\$500.00	1,925.00
	• Stationery materials	\$1000.00	3,850.00
10,000	• Introductory Tri-fold	\$2000.00	7,700.00
10,000	• FAQ for Engaged Public	\$5000.00	19,250.00
5,000	• FAQ Farmers Series # 1	\$1250.00	4,812.50
5,000	• FAQ Farmers Series # 2	\$1250.00	4,812.50
5,000	• FAQ Farmers Series # 3	\$1250.00	4,812.50
5,000	• FAQ Farmers Series # 4	\$1250.00	4,812.50
2,000	• Field Staff Guide	\$5000.00	19,250.00
60,000	• Fact sheets (30 x 2000 each)	\$6000.00	23,100.00
20,000	• Posters (5 x 4000)	\$10,000.00	38,500.00
100,000	• Stickers	\$1000.00	3,850.00
10,000	• Activity Booklet	\$5000.00	19,250.00
Total	• Print Prototypes	\$45,000.00	173,250.00
Video/Audio Program:			
One 10 minute video centerpiece complete & ready for broadcast or screening, six public awareness spots (30 seconds), Ten 5 minute radio spots			
• Production			
• Post-production		\$15,000.00	57,750.00
• Radio Spots		\$15,000.00	57,750.00
• Distribution		\$5,000.00	19,250.00
Total		\$2,500.00	9,625.00
		\$37,500.00	144,375.00
Grand Total		\$113,500.00	436,975.00

MWRI Communications contributes four staff part-time for 18 months
Costs of Seminars, Workshops and Information Days not included.

4 Phase III — Implementation and Dissemination

4.1 Dissemination Plan

Producing the communications tools in Phase III of the project is the first step, but getting them into the hands of the target audiences is a crucial next step. The IMT/PAC can only succeed if the IMT/PAC Team and Communications Unit makes an aggressive effort to disseminate all the information. The dissemination effort should follow the basic steps described in Strategy and Approach Section of this report.

Effective distribution requires planning and preparation. Therefore, before production is even complete, the IMT/PAC Team should begin building a distribution network for all the materials. One cannot expect for example, to just send out brochures and assume they will be distributed. The IMT/PAC Team will have to prepare the groups and audiences to receive and distribute the information. Target groups need to be told what to expect, when to expect it and what they are supposed to do with it. The networks we spoke of in the Strategy section will not be receptive to distributing the information if the IMT/PAC Team has not given them some warning that it was coming.

4.2 Timetable for Production and Dissemination of the Pilot Program

The following chart frames the production and dissemination of the Pilot Program in the Short-term by listing each of the proposed communications tools. The chart identifies the primary audience for each of the tools and proposes a timeline for both production and dissemination.

It is important to acknowledge that there are a number of obstacles that could impede the collective ability to meet this schedule; one obstacle would be the IMT/PAC Team's ability to approve copy for brochures and media productions on a timely basis. Another potential problem is the capacity of vendors to produce the elements of the Pilot Program on such a tight a schedule.

Proposed Production and Dissemination Chart for Pilot Program

Product	Primary Audience	July 01	Aug. 01	Sept. 01	Rest of Short Term	Jan. 03 Medium Term Begins
Logo Design Graphic Identity Program	All Audiences	Design, develop	Finalize and incorporate onto printed materials	Begin Using	Use and verify that its used correctly by all	Use and verify that its used correctly by all
Pocket Folders	All Audiences	Design, develop	Finalize prototype	Print	Distribution	Expand Distribution
Report Covers	All Audiences	Design, develop	Finalize prototype	Print	Distribution	Expand Distribution
Stationery materials	All Audiences	Design, develop	Finalize prototype	Print	Distribution	Expand Distribution
Introductory Tri-fold	All Audiences	Design, develop	Finalize prototype	Print	Distribution	Update and reprint if necessary. Expand Distribution
FAQ Booklet	Press Media MWRI Religious Bodies Engaged Public	Write, Design	Finalize prototype	Print, Initial Distribution	Expand Distribution	Update and reprint if necessary. Expand Distribution
FAQ Farmers Series Booklet #1,2,3,4	Farmers	Write, Design	Finalize prototype	Print, Initial Distribution	Expand Distribution	Update and reprint if necessary Expand Distribution
Posters \$1,2,3,4,5	All audiences	Design	Finalize prototype	Print , Initial Distribution	Expand Distribution	Update and reprint if necessary Expand Distribution
Field Staff Guide	MWRI Field Staff	Write, Design	Finalize prototype	Print , Initial Distribution	Expand Distribution	Update and reprint if necessary Expand Distribution
Fact Sheets	Farmers MWRI Staff Press and Media		Write, Design	Write, Design Print , Initial Distribution	Write, Design Print , Expand Distribution	Update and reprint if necessary Expand Distribution
Activity Booklets Stickers	Farmers via children	Write and Design	Finalize prototype	Print ,	Initial Distribution	Update and reprint if necessary Expand Distribution

Product	Primary Audience	July 01	Aug. 01	Sept. 01	Rest of Short Term	Jan. 03 Medium Term Begins
Introductory Video	All Audiences		Begin script		Shoot and Edit, Distribute	Distribute to TV networks Distribute to Professional orgs.
Radio Messages	All Audiences				Begin production, Finalize Distribute to radio stations in the region	Distribute to radio stations in the region
Seminars, Workshops Information Days	Engaged Public Press Media Rel. Bodies			Plan, Set Program, Invite Participants	Plan, Set Program, Invite Participants	Plan, Set Program, Invite Participants

Production and Dissemination in Years One and Two of IMT Operations

The following chart outlines some suggested short term and medium term communications initiatives.

Product	Audience	Sept. 01 - Dec. 02	Jan. 02 - Dec 07
FAQ for Engaged Public	Engaged Public	Print Dissemination	Update if necessary, Reprint and Expand Dissemination
FAQ Farmers Series #1, 2, 3, 4	Farmers	Print Dissemination	Update if necessary, Reprint and Expand Dissemination
Posters	All audiences	Print Dissemination	Update if necessary, Reprint and Expand Dissemination
Field Staff Guide	MWRI Field Staff	Print Dissemination	Update if necessary, Reprint and Expand Dissemination
Fact Sheets	MWRI staff Farmers Press and Media	Print Dissemination	Update if necessary, Reprint and Expand Dissemination
Activity Booklets	Farmers via children	Print Dissemination	Continue Publishing Update if necessary, Reprint and Expand Dissemination
Video Program	All Audiences	Produce and begin to show at meetings, Distribute to TV stations	Continue to show at meetings of professional associations
Radio Spots	All Audiences	Produce	Update and refine in response to feedback from Audience
Seminars, Workshops Information Days	All Audiences	Organize, invite conduct on regular basis (annually, semi annually)	Organize, invite conduct on regular basis (annually, semi annually)

4.3 Basis for Evaluating the Success of the Pilot Program

There are a variety of ways to measure the success of the Pilot Program. One can use a variety of Program Goals as a form of measurement. One can use measurements that come directly from the elements of the IMT/PAC itself. For example, one can measure the response from inquiry cards that are sent out in conjunction with a communications initiative such as a radio or TV program. Readership and "viewership" are hard to measure since the newspapers have more or less consistent readership and to the best of our knowledge, there is no ratings system in place for TV or radio. One can only rely on anecdotal evidence from letters and other forms of viewer response.

The best way to evaluate the effectiveness of the program is to conduct impact assessment surveys. Doing so will give the IMT/PAC Team far more than a tool for evaluating the success of the Pilot Program, it will be a reliable way to understand the audience, enabling the IMT/PAC Team to modify its communications in relation to its audiences. It is also a way to learn about audience misperceptions, information deficits, attitudinal changes, and much other valuable information

It is very important to examine both the IMT/PAC's successes and failures in order to learn valuable lessons that will help foster the growth of the program. It is also important to recognize that IMT and the IMT/PAC are not static entities. The program will evolve and the IMT/PAC must evolve as well. The informational needs of the IMT target audiences will change, as they become more familiar with IMT. Paying close attention to the changing needs of the participants and the public through both formal means such as surveys and informal means such as press conferences, meetings with organizations and others, is crucial to growth and development. The audience feedback will help the IMT/PAC Team reassess its messages, the choice of media and communications tool. This information should motivate changes in the way the MWRI communicates.

4.4 IMT Newsletter and Other Publications

Once the IMT is up and running, it should publish a monthly newsletter with statistical summaries and other useful information for the target groups. IMT should also publish an annual report with statistical summaries for the year.

4.5 TV Spots

The IMT/PAC should only produce and disseminate TV Spots after the print material has been tested and some research has been done in the field. TV Spots cannot convey very much information; in fact, the best-made spots focus on one simple idea, and deliver it imaginatively. If the spots are clever and engaging, people will not mind seeing them more than once. It gives the IMT/PAC a chance to repeat key ideas, and of course, repetition is important. The IMT/PAC should produce several spots, each addressing a specific point. Hopefully, the spots will be broadcast frequently, free-of-charge, as public service announcements (pas). It is recommended that the IMT/PAC produce ten TV spots. The spots should focus on the following key points, among others:

- *The importance of the IMT in irrigation management*

- *The MWRI provides information for farmers or any one who want to participate.*
- *Common questions or whatever misperceptions are most prevalent at that time*

4.6 Pilot Program - Budget

- Design and Set-up:

Graphic Designer, Copy Editor/Translator (six weeks) \$6,000.00

- Deliverables:

Print Prototypes: Camera Ready design:

- Graphic Identity Program
- Pocket Folders
- Report Covers
- Stationery materials
- Introductory Tri-fold
- FAQ for Engaged Public
- FAQ Farmers Series #1
- FAQ Farmers Series #2
- FAQ Farmers Series #3
- FAQ Farmers Series #4
- Field Staff Guide
- Fact Sheets Layout
- Posters
- Stickers
- Activity Booklet

4.7 IMT/PAC Medium-Term Budget — January 2003 - December 2007

Items		U.S. Dollars	Egyptian Pounds
Administrative:			
• Four Staff for IMT/PAC Team-on salary (\$500/month) for 18 months		\$360,000.00	1,386,000.00
• Temporary Artistic Support		\$50,000.00	192,500.00
• Computer graphic designer \$5,000.00 (hourly services during 18 months)			
Visual arts specialist \$3000.00 (commission work)			
• Musician (\$2000.00) (commission work)		\$10,000.00	38,500.00
• Office Equipment (machines, program upgrades)			
• Total Administrative		\$420,000.00	1,617,000.00
Printing Costs:			
Quan	Items		
	• Graphic Identity Program	\$500.00	1,925.00
8,000	• Pocket Folders	\$4000.00	15,400.00
5,000	• Report Covers	\$500.00	1,925.00
	• Stationery materials	\$1000.00	3,850.00
10,000	• Introductory Tri-fold	\$2000.00	7,700.00
10,000	• FAQ for Engaged Public	\$5000.00	19,250.00
5,000	• FAQ Farmers Series # 1	\$1250.00	4,812.50
5,000	• FAQ Farmers Series # 2	\$1250.00	4,812.50
5,000	• FAQ Farmers Series # 3	\$1250.00	4,812.50
5,000	• FAQ Farmers Series # 4	\$1250.00	4,812.50
2,000	• Field Staff Guide	\$5000.00	19,250.00
60,000	• Fact sheets (30 x 2000 each)	\$6000.00	23,100.00
20,000	• Posters (5 x 4000)	\$10,000.00	38,500.00
100,000	• Stickers	\$1000.00	3,850.00
10,000	• Activity Booklet	\$5000.00	19,250.00
Total	• Print Prototypes	\$45,000.00 x 10 (ten new areas)	
		Total \$450,000.00	1,732,500.00
Video Program:			
10 minutes video centerpiece complete & ready for broadcast or screening six public awareness spots (30 seconds each)			
New 5-minutes radio spots			
• Production		\$75,000.00	288,750.00
• Post-production		\$75,000.00	288,750.00
• Radio Spots		\$10,000.00	38,500.00
• Distribution		\$5,000.00	19,250.00
• Total		\$165,000.00	635,250.00
Grand Total		\$1,035,000.00	3,984,750.00

MWRI Communications contributes four staff part-time for five years
 Costs of Seminars, Workshops and Information Days not included.

A Persons Met During Phase I

Cairo

Eng. Gamil Mahmoud, MWRI Steering Committee Chairman
Mr. Andy Tezap, EPIQ
Dr. Robert Cardinalli, EPIQ
Eng. Nasser Ezzat, WPAU
Eng. Sarawat Fahmy, WPAU
Eng. Abdelrahman Shalaby, MWRI
Eng. Essam Barakat, IAS
Dr. Hesham Moustafa, MWRI Communication Unit
Mr. Ahmed Abdel Aziz, MWRI Communication Unit
Dr. Tariq Abdullah, Horizontal Expansion Sector, MWRI
Eng. Ali Khaleel, MWRI Mechanical & Electrical Department
Eng. Moamen El Sharkawy, WPAU
Dr. Mahmoud Moustafa, EPADP/NWRG
Eng. Amira El Diasty, WPAU
Mr. Steve Joyce, Public Awareness Specialist, APRP/RDI

Damanhour, Beheira

Eng. Salah Abder el Gawaar, Chairman of the BCWUA
Eng. Eid Ali Eid, Secretary BCWUA
Eng. Helmi Aissa, Treasurer
Eng. Magdy El Halabi, IAS
Eng. Mahmoud Moustafa, Chairman/Director of Central Office
Eng. Salah El Akani, Director of Irrigation Department
Eng. Fethi el Gawailli, Irrigation Inspector
Ragab Najjar, Chairman Balaqtar BCWUA

Zagazig, Sharqaiya

Eng. Mohamed Amin, Chairman of BCWUA
Eng. Mohamed Said, Secretary of BCWUA
Eng. Mohamed Waraki, Undersecretary Irrigation Department
Eng. Abdel Fatah, General Director, Salhaiya
Eng. Rida Mahdy, Inspector, Abu Hammad
Eng. Farouk Abdel Hameed, Inspector
Eng. Khalid Wassif, IAS
Eng. Mohamed Ayman, District Engineer

B Working Schedule

The following table indicates the schedule that was maintained while fulfilling the responsibilities of Phase I of the assignment. In anticipation of Phase II consultancy programming needs, the assignment necessitated three additional days, so as to be able to identify the appropriate graphic designers prior to the completion of Phase I, well in advance of the start-up of Phase II.

Task	Start Date	End Date
Research		
Read all related materials about IMT	05/06/01	05/09/01
Interview key players in IMT program	05/06/01	05/17/01
Review MWRI communications materials	05/09/01	05/17/01
Field Trip #1	05/19/01	05/19/01
Field Trip #2	05/20/01	05/20/01
Strategy Development		
Brainstorming with working groups session #1	05/13/01	05/13/01
Brainstorming with working groups session #2	05/15/01	05/15/01
Brainstorming with working groups session #3	05/21/01	05/21/01
Interview key players in IMT program Shuttle brainstorming - one on one with working group	05/09/01	05/23/01
Drafting of PAC Plan of Action	05/09/01	06/07/01
Review of PAC Plan of Action by IMT Core Group Assignment of prototype tasks	06/11/01	06/11/01
Modification of PAC Plan of Action	06/11/01	06/12/01
Submit Final Draft of PAC Plan of Action	06/12/01	06/12/01
Prototype Development		
Basic outline for video program	Phase II	Phase II
Identify professional graphic designers	06/06/01	06/11/01
Final Report		
Prepare Final Report Phase I – IMT PAC With exception of Graphic Design Research	06/05/01	06/05/01
Submit Final Report (with annexed suggestions about possible graphic designers)	06/12/01	06/12/01

C Perceptions and Misconceptions

Target Group	Perceptions	Misconceptions
1. Farmers	<ul style="list-style-type: none"> ◆ Water management is currently inefficient and bureaucratic. ◆ Good farming practices depend on the availability of water and the efficient management of water resources ◆ A better/more reliable system of management would make their life easier and increase profits ◆ Cleaning out the water canals is a tedious and dirty process ◆ Water distribution is often unfair ◆ IMT is a new, unclear foreign concept ◆ There are risks involved in taking on responsibilities 	<ul style="list-style-type: none"> ◆ Ministry is going to sell water (water pricing). ◆ Ministry is giving up its support for the farmers ◆ MWRI wants to get rid of irrigation equipment that no longer functions ◆ Engineers will no longer help solve problems ◆ Financial contribution will not merit the improvements in service ◆ Ministry could do the job better, has ability to maintain efficient system ◆ There is no real water problem (the Nile is still full) ◆ Water supply depends on the good will of the government ◆ MWRI staff and officials make money off of irrigation programs (foreign donations, etc.) without really serving their needs ◆ MWRI is detached from the farming reality in the field. ◆ MWRI is not capable of being fluid with information and steady with the support, not enough to provide the basis for IMT success.

Target Group	Perceptions	Misconceptions
<p>2. Press & Media</p>	<ul style="list-style-type: none"> ◆ Lacking a strong perception of IMT; yet to be reported ◆ Egyptian system of management of water is inefficient and insufficient ◆ A new and better way of managing water is long overdue ◆ The future of Egypt depends on efficient management of water resources ◆ Better systems of water management exist in some foreign countries ◆ There is water crisis facing Egypt. Water stories are popular and a priority, the public pays attention to this topic ◆ Their role is important in rallying public support for IMT. 	<ul style="list-style-type: none"> ◆ The press thinks that the MWRI wants to relinquish all responsibility ◆ Little trust in government programs ◆ IMT is not delegation of authority but throwing away of responsibility ◆ Israel and western allies of Israel are behind such innovative efforts with ulterior motives. ◆ IMT is a gateway to water pricing ◆ MWRI is not capable of being transparent or fluid with information
<p>3. Religious Bodies</p>	<ul style="list-style-type: none"> ◆ The MWRI's concern for a future water crisis is real, their efforts should be given consideration ◆ The future of Egypt depends on efficient management of water resources ◆ IMT could be a benefit for the whole Egyptian society ◆ Conservation in quantity and quality is a message of Islam and Christianity ◆ Misuse of resources is against Islam and Christianity (“Pollution of the Nile will send you to Hell”) 	<ul style="list-style-type: none"> ◆ Do not want to be tools for the government ◆ MWRI is launching a political activity ◆ Ulterior motives (they are being used for only part of a greater program) ◆ They will not get credit for their participation ◆ Fear of being deceived ◆ MWRI is not capable of being transparent or fluid with information

Target Group	Perceptions	Misconceptions
<p>4. MWRI <i>A. Officials and Middle Management</i></p>	<ul style="list-style-type: none"> ◆ The water crisis is real ◆ The future of Egypt depends on efficient management of water resources ◆ They have heard about IMT policy ◆ Saving water can increase flexibility for other projects ◆ IMT will improve water quantity and quality 	<ul style="list-style-type: none"> ◆ Ministry is going to sell water to reduce government investment. ◆ Confusion of IMT with other water programs/policies (water boards, BCWUAs) ◆ IMT is a consulting agency
<p><i>B. Field Staff and Engineers</i></p>	<ul style="list-style-type: none"> ◆ The water crisis is real ◆ The future of Egypt depends on efficient management of water resources ◆ Water is being conserved for diversification other projects ◆ IMT will improve water quantity and quality ◆ Engineers understand best how IMT is beneficial to the pilot areas 	<ul style="list-style-type: none"> ◆ Not clear about the differences between IMT and other water programs ◆ IMT could lead to them losing their jobs ◆ MWRI will not provide enough support for successful implementation of IMT

Target Group	Perceptions	Misconceptions
<p>5. Other ministries: <i>A. MALR</i></p>	<ul style="list-style-type: none"> ◆ Water problem is real ◆ The future of Egypt depends on efficient management of water resources ◆ Trust in civil engineers at the MWRI, they know what they are doing by implementing IMT ◆ Better use of water leads to better agricultural productivity ◆ IMT could help diversify agricultural activity (leading to possibilities in agricultural arena: marketing, farm inputs) 	<ul style="list-style-type: none"> ◆ Grouping farmers is not the right formula for sustainability ◆ Farm-educated agricultural extension agents are linked to traditional approaches ◆ Farm-educated agricultural extension agents don't believe in the water crisis ◆ Farmers are incapable of collaborating. No respect for teamwork, the only way to work with farmers is on a one to one basis
<p><i>B. Education Sport Youth Culture</i></p>	<ul style="list-style-type: none"> ◆ Water problem is real ◆ The future of Egypt depends on efficient management of water resources ◆ Trust in civil engineers at the MWRI, they know what they are doing by implementing IMT. ◆ Better use of water leads to better standard of living. 	<ul style="list-style-type: none"> ◆ IMT is another "test" by the MWRI to solve water problems, it will soon be replaced by a new "test" ◆ The MWRI is not really committed to IMT, it is just a way for it to attract big US donations ◆ IMT is a monstrous American project, to be supported only by USAID ◆ MWRI is not capable of being transparent or fluid with information

Target Group	Perceptions	Misconceptions
<p><i>C. Environment Transportation Interior</i></p>	<ul style="list-style-type: none"> ◆ Water problem is real ◆ The future of Egypt depends on efficient management of water resources ◆ Trust in civil engineers at the MWRI, they know what they are doing by implementing IMT. ◆ Better use of water leads to better standard of living. 	<ul style="list-style-type: none"> ◆ IMT is another "test" by the MWRI to solve water problems, it will soon be replaced by a new "test" ◆ The MWRI is not really committed to IMT, it is just a way for it to attract big US donations ◆ IMT is a monstrous American project, to be supported only by USAID
<p>6. Non-Governmental Organizations</p>	<ul style="list-style-type: none"> ◆ IMT is a new idea, NGOs still don't know a lot about it. ◆ The future of Egypt depends on efficient management of water resources. ◆ NGOs are essential for community development in rural areas. ◆ Privatization and decentralization is good. ◆ IMT could be a form of privatization. ◆ Programs like IMT could strengthen civil society. ◆ Innovative programs allow them new partners and new ways to fund raise, linking existing programs into other more attractive ones leads to greater international donor interest. 	<ul style="list-style-type: none"> ◆ MWRI is a taker and not an honest/transparent partner. ◆ Little trust in MWRI. ◆ IMT is a manipulation of the MWRI to relinquish responsibility in areas where it has failed. ◆ IMT is not delegation of authority but throwing away of responsibility. ◆ Ministry is going to sell water. ◆ IMT will not survive and should not be taken seriously. ◆ MWRI is not capable of being transparent or fluid with information.

Target Group	Perceptions	Misconceptions
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<p>7. Politicians</p>	<ul style="list-style-type: none"> ◆ The MWRI's concern for a future water crisis is real ◆ The future of Egypt depends on efficient management of water resources ◆ IMT is one of several MWRI water programs; it could be a benefit for the whole society ◆ IMT is a innovative program that could be vehicle for them in their political activities ◆ All of Egypt is interested in water issues ◆ IMT could be a vehicle to get votes, if the public likes IMT, political mileage can be gained by linking oneself to the program. 	<ul style="list-style-type: none"> ◆ The only thing that is important is that which the public deems important, the water crisis is important only if the public thinks that it is. ◆ Commitment to anything innovative is risky ◆ IMT is risky program that must overcome impossible obstacles to succeed ◆ Linking oneself to IMT could lead to criticism/political disaster ◆ IMT will lead to the creation of new political bodies that will, in turn, lead to less personal political influence ◆ Politics is for personal gains, not social gains ◆ Side-stepping controversial issues is a way to maintain political power
<p>8. Donor Organizations</p>	<ul style="list-style-type: none"> ◆ IMT could be a benefit for Egypt ◆ The future of Egypt depends on efficient management of water resources ◆ IMT has noteworthy success in other countries ◆ IMT is an innovative program that could merit support ◆ IMT could bring about new programs to support ◆ MWRI is committed to this program 	<ul style="list-style-type: none"> ◆ IMT is another "test" by the MWRI to solve water problems, there will soon be a new "test" ◆ The MWRI is not really committed to IMT, it is just a way for it to attract big US donations ◆ IMT is a monstrous American project, to be supported only by USAID ◆ MWRI is not capable of being transparent or fluid with information
<p>Target Group</p>	<p>Perceptions</p>	<p>Misconceptions</p>

<p>8. General Public</p>	<ul style="list-style-type: none"> ◆ Lacking in a strong perception, they don't know a lot about IMT because it has yet to be reported ◆ Water Management is a burden to the Government ◆ System of management of water is inefficient and insufficient ◆ Government is giving up control and responsibility ◆ IMT is water pricing in disguise. ◆ Water in Egypt is polluted. 	<ul style="list-style-type: none"> ◆ There is no real water problem (the Nile is still full) ◆ Water supply depends on the good will of the government ◆ Farmers are incapable of managing the irrigation system ◆ Government is trying to get rid of old bulky systems that will never be efficient ◆ Government is spinning its wheels with new programs imported from abroad ◆ MWRI officials and staff make a profit at farmers expense ◆ USAID funded programs have hidden Israeli agendas ◆ IMT is a foreign program that does not serve Egypt's situation ◆ MWRI is not capable of being transparent or fluid with information.
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D Incentives and Disincentives

Target	Incentives	Disincentives
<p>1. Farmers</p>	<ul style="list-style-type: none"> ▪ Clear understanding that benefits of IMT are far greater than costs ▪ MWRI open door policy, transparency of IMT structure...nothing secret ▪ Individual return is higher, greater agricultural profits, especially for tail end ▪ Farmers ▪ Farmers maintain better control over output ▪ Less bureaucracy ▪ More efficient and easier management, making water available when needed ▪ Representational governance of local area 	<ul style="list-style-type: none"> ▪ Misunderstanding of IMT ▪ Lack of transparency of MWRI ▪ Lack of self-confidence to take responsibility (fear) ▪ Limitations of IMT communications staff to manage high demand of ▪ Information dissemination ▪ Not convinced that they need to take on responsibility ▪ Break with tradition/status quo ▪ Farmers are spoiled and dependent on government aid ▪ WUAs might not represent the needs of everyone equally (tail end issues ▪ not a priority) ▪ Not used to the practice of democracy, elected board not best for job ▪ Broken equipment (physical facilities) in need of investment for repair ▪ Initial and ongoing investment seem greater than benefits ▪ Benefits are not obvious, especially for main or branch canal users

Target	Incentives	Disincentives
2. Press & Media	<ul style="list-style-type: none"> ▪ Clear understanding of IMT benefits and newsworthy importance. ▪ Cash or in-kind rewards, presented on 22dn March: World Water Day ▪ Certificates of excellence in promoting water issues ▪ Accessibility and transparency of information, MWRI open door policy, transparency of IMT structure...nothing secret ▪ Well-prepared press packages ▪ Travel tours to countries where IMT has a good track record ▪ IMT and other water issues are of great concern to Egyptians 	<ul style="list-style-type: none"> ▪ Misunderstand ing of IMT ▪ Lack of transparency of MWRI ▪ Negative human behavior: not welcoming press openly, rough/impolite treatment, hiding information, lack of respect, kindness, courtesy ▪ Limitations of IMT communications staff to manage high demand of information dissemination ▪ Cynicism, trying to prove intelligence by criticizing perceived weaknesses of IMT ▪
3. Religious Bodies	<ul style="list-style-type: none"> ▪ Clear understanding of IMT benefits ▪ MWRI open door policy, transparency of IMT structure...nothing secret ▪ Desire for religious bodies to play a role in social development ▪ They can be seen as pioneers in innovative social development ▪ When successful, the reward is HEAVEN ▪ Moral satisfaction ▪ New topic to speak about on Fridays/Sundays 	<ul style="list-style-type: none"> ▪ Misunderstanding of IMT and its benefits for Egypt's water resources ▪ Limitations of IMT communications staff to manage high demand of information dissemination ▪ Lack of transparency of MWRI ▪ No desire to get involved with government activities
4. MWRI		

Target	Incentives	Disincentives
<i>A. Senior Officials and Middle Management</i>	<ul style="list-style-type: none"> ▪ Clear understanding of IMT benefits ▪ MWRI open door policy, transparency of IMT structure...nothing secret ▪ Better opportunities for general planning and water allocation ▪ Decreased financial and technical burden in O&M ▪ Better use of water resources ▪ Flexibility in applying water laws/regulations ▪ Improved relationship between MWRI and other water related agencies ▪ Reduced number of complaints and conflicts 	<ul style="list-style-type: none"> ▪ Misunderstanding of IMT ▪ Lack of transparency of IMT ▪ Limitations of IMT communications staff to manage high demand of information dissemination ▪ Lack of self-confidence to fight for the IMT policy ▪ Break with tradition/status quo ▪ Unsure of difference between IMT and other water programs ▪ Not convinced by IMT policy
<i>B. Engineers and Field Staff</i>	<ul style="list-style-type: none"> ▪ Clear understanding of IMT benefits ▪ Understanding of greater flexibility IMT offers in applying water policies ▪ Reduced technical burden ▪ Reduced number of complaints and conflicts ▪ Enhanced career goals (pioneers) ▪ Status of a consultant instead of a "controller" 	<ul style="list-style-type: none"> ▪ Misunderstanding of IMT ▪ Limitations of IMT communications staff to manage high demand of information dissemination ▪ Lack of self-confidence ▪ Break with tradition/status quo ▪ More work for same pay ▪ Fear of losing job ▪ Cynicism, trying to prove intelligence by criticizing perceived weaknesses of IMT

Target	Incentives	Disincentives
<p>5. Other Ministries <i>MALR</i></p>	<ul style="list-style-type: none"> ▪ Clear understanding of IMT benefits ▪ MWRI open door policy, transparency of IMT structure...nothing secret ▪ All future development initiatives in Egypt is linked to dependable water resources and efficient management of them ▪ IMT encourages new business opportunities and possible new partners ▪ IMT is another step forward for civil society, furthering the understanding of the work of NGOs and their role in developing Egypt's economy/society ▪ IMT supports community initiatives ▪ IMT aims to increase the role of the private sector in development initiatives 	

Target	Incentives	Disincentives
<p>6. Non-Governmental Organizations</p>	<ul style="list-style-type: none"> ▪ Clear understanding of IMT benefits ▪ MWRI open door policy, transparency of IMT structure...nothing secret ▪ Strengthened coordination and cooperation between MALR and MWRI ▪ Respect of MWRI and civil engineering decisions ▪ Support for more agricultural activities at the on-farm level ▪ (marketing of products, purchasing of other farm related equipment, farm inputs) ▪ Improved agricultural productivity ▪ Greater farmer responsibility in agricultural practices ▪ Susceptible to farmer criticism (by comparison to MWRI staff) 	<ul style="list-style-type: none"> ▪ Misunderstanding of IMT ▪ Lack of transparency of MWRI ▪ Limitations of IMT communications staff to manage high demand of information dissemination ▪ Break with tradition/status quo ▪ Farm-educated agricultural extension agents are more traditional in approach ▪ Fear for the loss of farmer's dependence leading to a loss of job ▪ Less important reputation in field (Civil engineer vs. Agricultural engineer) ▪ Cynicism, trying to prove intelligence by criticizing perceived weaknesses of IMT

Target	Incentives	Disincentives
7. Politicians	<ul style="list-style-type: none"> ▪ Clear understanding of IMT benefits ▪ MWRI open door policy, transparency of IMT structure...nothing secret ▪ Something new to talk about ▪ Link oneself to a successful program (success attracts success) ▪ Support of applying laws ▪ Selfish motives ▪ Tit-for-tat with influential people in the MWRI (you scratch my back and I'll scratch yours) 	<ul style="list-style-type: none"> ▪ Misunderstanding of IMT and its benefits for Egypt's water resources ▪ Lack of transparency of MWRI ▪ Limitations of IMT communications staff to manage high demand of information dissemination ▪ Selfish motives (not looking out for the benefit of constituents) ▪ Fears of alienation ▪ Not highly subject to IMT influence if not a farmer ▪ IMT could be a competitor as political level of farmer is raised (new political entity is created) ▪ Cynicism, trying to prove intelligence by criticizing perceived weaknesses of IMT
8. Donor Organizations	<ul style="list-style-type: none"> ▪ Clear understanding of IMT benefits ▪ MWRI open door policy, transparency of IMT structure...nothing secret ▪ Enhance social, financial and technical activities and expertise ▪ Open channels for strengthening relationships between Egypt and Donor countries 	<ul style="list-style-type: none"> ▪ Misunderstanding of IMT and its benefits for Egypt's water resources ▪ Lack of transparency of MWRI ▪ Limitations of IMT communications staff to manage high demand of information dissemination ▪ Donors might feel that they are being asked to give more than they are capable of giving. They must understand that more is to be gained from IMT than given to it.

Target	Incentives	Disincentives
<p>9. Industry</p>	<ul style="list-style-type: none"> ▪ Clear understanding of IMT benefits ▪ MWRI open door policy, transparency of IMT structure...nothing secret ▪ Enhance social, financial and technical activities and expertise ▪ Open channels for strengthening relationships between Egypt and Donor countries 	<ul style="list-style-type: none"> ▪ Misunderstanding of IMT and its benefits for Egypt's water resources ▪ Lack of transparency of MWRI ▪ Limitations of IMT communications staff to manage high demand of information dissemination

Target	Incentives	Disincentives
10. General Public	<ul style="list-style-type: none"> ▪ Clear understanding of IMT benefits ▪ IMT is a better use of resources ▪ MWRI open door policy, transparency of IMT structure...nothing secret ▪ Involvement in something that is major for Egyptian development ▪ Open dialogue with public about IMT, frankly and honestly, relating it to Egypt's water situation: quantity and quality. ▪ Listening astutely to the public's concerns and questions ▪ Respect for their opinion (enough to take it into consideration when creating PAC material, partnership in IMT) ▪ Existing knowledge about limitations of Nile and need to collaborate with nine other nations vying for its water ▪ Increase GDP/GNP, as crop yields increase, family buying power increases or remains steady ▪ Increased employment opportunities through enhanced role of private sector (more jobs) ▪ Friendly relations with other countries collaborating on water issues 	<ul style="list-style-type: none"> ▪ Misunderstanding of IMT and its benefits for Egypt's water resources ▪ Lack of transparency of MWRI ▪ Hiding bad news or information (in times of crisis, deceiving the public) ▪ Tainting, censoring or modifying the information about IMT before it reaches public. ▪ The Nile looks as plentiful as it always has ▪ No knowledge of water crisis, the public doesn't feel the crisis or know how it will be aggravated in the future. ▪ No knowledge about other nine nations depending on Nile ▪ No knowledge about big Egyptian agricultural projects and their implications on water resources throughout the country ▪ Perceived lack of respect for public opinion by MWRI...if it refuses to listen, the public will refuse to pay attention. ▪ Cynicism, trying to prove intelligence by criticizing perceived weaknesses of IMT ▪ Limitations of IMT communications staff to manage high demand of information dissemination

E Target-Specific Messages (Short & Medium Term)

Basic FAQ New Messages for all Target Groups in Medium term:

- Highlight success stories and experiences from the pilot
- Feature stories about WUAs: challenges, problems and successes.
- Explain new outlets of information distribution (schools, clubs, etc.)
- Possible new activities of WUAs, after the water issues are in order.
- New challenges and possible obstacles.
- Outline trouble areas and offer suggestions of how to cope through improved collaboration.
- Feature stories about MWRI officials and IMT working group, highlighting their commitment to innovation.
- Feature stories about Engineers in the field, challenges and rewards of implementing IMT.
- Feature interviews with Agricultural Engineers/personalities from the Ministry of Agriculture highlighting their impression of IMT, both negative and positive impressions.
- Feature stories about how the Ministry of Education, schools and universities have participated in IMT.
- Children's stories about IMT.
- Feature stories about how Ministries of Youth, Culture and Sports (and clubs and venues) have participated in IMT.
- Feature stories about how the Press and Media have participated in IMT.
- Feature stories about how NGOs have participated in IMT.
- Feature stories about how Politicians have participated in IMT.
- Feature stories about donations to and partnership in IMT implementation.
- Feature stories about how Religious Groups have played a role in IMT.

Target Group	Target-Specific Messages — Short Term	Target-Specific Messages — Medium Term
<p>1. Farmers</p>	<ul style="list-style-type: none"> ◆ Outline/list what farmers can expect from the MWRI. ◆ Costs/benefits of IMT presented precisely and honestly: How much LE a farmer needs to invest, possible increased profits, improved services, efficiency of system, optimizing water usage, water quality. ◆ Necessity of IMT for future of agricultural production, no alternatives ◆ Stress advantages of IMT over current situation and other options, less bureaucracy. ◆ Farmers should be active in the WUAs to assure that their needs and interest are respected when decisions are made. How? ◆ IMT introduces democracy to water management. The farmers are ready for this responsibility and IMT can bring many improvements to their lives. ◆ Farmers should be confident in themselves and their ability to manage the irrigation system. They can do a better job than the MWRI. ◆ IMT leads to conserving water and this is a religious, social, economic goal of everyone. ◆ MWRI is not trying to get rid of broken, misused equipment/physical facilities. During IMT, the 	<ul style="list-style-type: none"> ◆ Modified messages of the short term according to the changing and growing needs of farmers. ◆ Tailored messages to serve the different subgroups of farmers according to established priorities set through short-term IMT PAC formal and informal evaluation.

Target Group	Target-Specific Messages — Short Term	Target-Specific Messages — Medium Term
	MWRI will assist in upgrading this equipment.	
2. Press & Media	<ul style="list-style-type: none"> ◆ Needed support, importance of the cooperation and collaboration of the press and media for implementing IMT: political support and participation in distribution/dissemination network. ◆ The private sector and a strong civil society is more efficient in management than government bodies. (stress this!!) ◆ IMT alleviates burden of bureaucracy and autocracy - farmers solve their own problems (stress this!!!) ◆ "Shaking the administration system" (Nasser) ◆ Ways that MWRI and other Ministries are coordinating and cooperating on better water and land resources management. ◆ IMT optimizes water and land resources leading to improved socio-economic conditions: development, progress. Weekly/monthly press releases posted on web site. 	<ul style="list-style-type: none"> ◆ Modified previous messages according to the changing and growing needs of the Press and Media ◆ Tailored messages to serve the Press and Media according to established priorities set through short-term IMT PAC formal and informal evaluation.

Target Group	Target-Specific Messages — Short Term	Target-Specific Messages — Medium Term
<p>3. Religious Bodies</p>	<ul style="list-style-type: none"> ◆ Needed support, Religious bodies are needed to influence farmers to take this responsibility. Political support and participation in distribution/dissemination network. ◆ Ways for MWRI and religious bodies to coordinate and cooperate on better water and land resources management. Outline how and where religious bodies can participate, what is needed, Could they help finance or help market agriculture products? ◆ IMT is also non-governmental in nature and promotes civil society ◆ NGOs are welcome to collaborate with WUAs, MWRI and IMT ◆ WUAs start with water issues, this can develop into activities related to products of water (agricultural marketing, etc.) and then can become community development catalysts for health, education, environmental issues, etc. ◆ Quotes from Quran and Bible and conserving water ◆ "God orders us to cooperate on good things for material benefits." 	<ul style="list-style-type: none"> ◆ Modified previous messages according to the changing and growing needs of Religious Groups. ◆ Tailored messages to serve Religious Groups according to established priorities set through short-term IMT PAC formal and informal evaluation

Target Group	Target-Specific Messages — Short Term	Target-Specific Messages — Medium Term
<p style="text-align: center;">4. MWRI <i>A. Senior Officials and Middle Management</i></p>	<ul style="list-style-type: none"> ◆ Outline MWRI responsibilities/ scope of work in IMT. ◆ MWRI is not trying to get rid of broken, misused equipment/physical facilities. During IMT, the MWRI will assist in upgrading this equipment. ◆ IMT is not a consulting service. It is a distinct program not to be confused with water boards, BCWUAs or other MWRI initiatives. Note differences. ◆ Statistics about IMT in Egypt, pilot areas, plans for expansion and projected growth of program. ◆ Outline MWRI responsibilities/scope of work in IMT. ◆ IMT provides better atmosphere in which to work, less complaints by farmers, more of a role of advisor. ◆ Note differences between IMT and water boards, BCWUAs or other MWRI initiatives. ◆ IMT will not make them redundant, they are not going to lose their experience/influence/jobs. On the contrary, IMT offers new career opportunities in their field of work: specialization in IMT 	<ul style="list-style-type: none"> ◆ Modified previous messages according to the changing and growing needs of MWRI Senior and Middle Level officials. ◆ Tailored messages to serve the MWRI Senior and Middle Level officials according to established priorities set through short-term IMT PAC formal and informal evaluation. ◆ Modified previous messages according to the changing and growing needs of MWRI Engineers and Field Staff. ◆ Tailored messages to serve the MWRI Engineers and Field Staff according to established priorities set through short-term IMT PAC formal and informal evaluation.
<p><i>APRP Water Policy Program</i></p>	<p style="text-align: center;">E-5</p>	<p style="text-align: center;"><i>Irrigation Management Transfer Public Awareness Campaign</i></p>

Target Group	Target-Specific Messages — Short Term	Target-Specific Messages — Medium Term
<p><i>B. Engineers and Field staff</i></p>	<ul style="list-style-type: none"> ◆ Role in irrigation service will be more effective ◆ Successful IMT is a good thing for their careers. ◆ IAS strategy - 7steps for enlisting WUA members ◆ Farmers should be active in the WUAs to assure that their needs and interest are respected. ◆ MWRI is not trying to get rid of broken, misused equipment/physical facilities. During IMT, the MWRI will assist in upgrading this equipment <p>Engineers understand IMT in the field best. They should maintain contact with the communications unit to suggest how to improve communications tools. Formal and non-formal ways of evaluating the communications program should be outlined (surveys, focus groups)</p>	
<p>6. Other Ministries <i>A. MALR</i></p>	<ul style="list-style-type: none"> ◆ Note difference s between IMT and water boards, BCWUAs or other MWRI initiatives. ◆ Needed support, importance of MALR cooperation and collaboration for implementing IMT, political support and participation in distribution network. ◆ New possible roles/coordination between MALR institutions with farmers’ organizations. ◆ Ways for MWRI and MALR to coordinate and cooperate on better water and land resources management. 	<ul style="list-style-type: none"> ◆ Modified previous messages according to the changing and growing needs of MWRI Engineering and field staff. ◆ Tailored messages to serve the MWRI engineers and field staff according to established priorities and through short-term IMT PAC formal and informal evaluation.

Target Group	Target-Specific Messages — Short Term	Target-Specific Messages — Medium Term
<p><i>B. Ministries of education, youth, sport and culture</i></p>	<ul style="list-style-type: none"> ◆ Ways for MWRI and other Ministries to coordinate and cooperate on better water and land resources management. ◆ Needed support, importance of other Ministries' cooperation and collaboration for implementing IMT: political support and participation in distribution/dissemination network, vehicle of IMT outreach material. ◆ Stress encouragement of civil society in Irrigation Management Transfer Ministry of education (schools and universities) ◆ Should begin giving water management diplomas in the Faculty of Engineering ◆ Encourage research in Irrigation Management Transfer ◆ Adding IMT to curriculum in all levels at schools. ◆ Raise awareness of need to conserve water as a sign of solidarity with farmers taking on irrigation management ◆ How can students contribute to the conservation efforts. ◆ Need for student groups to take on promotion of water issues as extracurricular activities, letter campaigns to farmers, environmental clubs volunteering services, etc. 	<ul style="list-style-type: none"> ◆ Modified previous messages according to the changing and growing needs of the Ministry of Education, schools and universities. ◆ Tailored messages to serve the Ministry of Education, schools and universities according to established priorities set through short-term IMT PAC formal and informal evaluation . ◆ Ministry of Youth, Ministry of Sport and Ministry of Culture (community centers, sports clubs and cultural venues can be targeted directly): ◆ Outline ways that the ministries can raise awareness of need to conserve water as a sign of solidarity with farmers taking on irrigation management. ◆ Enlist youth and sports clubs to take on promotion of water issues as additional activities, letter campaigns to farmers, volunteering services, etc. ◆ Need for artists (playwrights, theatre producers, visual arts) to take on promotion of water issues as additional activities, incorporating IMT goals/issues into their work. ◆ Announce awards by MWRI to most

Target Group	Target-Specific Messages — Short Term	Target-Specific Messages — Medium Term
	<ul style="list-style-type: none"> ◆ How can schools be a vehicle for educating adults, transferring information through children to their parents. ◆ Explanation of youth competitions, annual awards, etc. Ministry of Youth, Ministry of Sport and Ministry of Culture (community centers, sports clubs and cultural venues can be targeted directly): ◆ Outline ways that the ministries can raise awareness of need to conserve water as a sign of solidarity with farmers taking on irrigation management. ◆ Enlist youth and sports clubs to take on promotion of water issues as additional activities, letter campaigns to farmers, volunteering services, etc. ◆ Need for artists (playwrights, theatre producers, visual arts) to take on promotion of water issues as additional activities, incorporating IMT goals/issues into their work. <p>Announce awards by MWRI to most outstanding representations of IMT ideas in the arts, informing all that noted contributions will have press coverage and possibly other rewards.</p>	<p>outstanding representations of IMT ideas in the arts, informing all that noted contributions will have press coverage and possibly other rewards.</p> <ul style="list-style-type: none"> ◆ Schools and universities according to established priorities set through short-term IMT PAC formal and informal evaluation. Ministry of Youth, Ministry of Sport and Ministry of Culture (community centers, sports clubs and cultural venues can be targeted directly):

Target Group	Target-Specific Messages — Short Term	Target-Specific Messages — Medium Term
<i>C. Ministry of Environment</i>	<ul style="list-style-type: none"> ◆ Ways for MWRI and other Ministries to coordinate and cooperate on better water and land resources management. ◆ Needed support, importance of other Ministries' cooperation and collaboration for implementing IMT: political support and participation in distribution/dissemination network, vehicle of IMT outreach material. ◆ Stress encouragement of civil society in Irrigation Management Transfer 	<ul style="list-style-type: none"> ◆ Modified previous messages according to the changing and growing needs of the Ministries. ◆ Tailored messages to serve the Ministries according to established priorities set through short-term IMT PAC formal and informal evaluation.
7. Non-Governmental Organizations	<ul style="list-style-type: none"> ◆ Needed support, importance of NGOs cooperation and collaboration for implementing IMT: political support and participation in distribution / dissemination network ◆ Ways for MWRI and NGOs to coordinate and cooperate on better water and land resources management. Outline how and where NGOs can participate, what is needed, Could they help finance or market agriculture products? ◆ IMT is also non-governmental in nature and promotes civil society. ◆ IMT complies with objectives of NGOs (mandates and objectives are similar / parallel) ◆ IMT supports decentralization and privatization, a main interest of NGOs. 	<p>Ongoing Messages:</p> <ul style="list-style-type: none"> ◆ Needed support, importance of NGOs cooperation and collaboration. For implementing IMT: political support and participation in distribution/ dissemination network. ◆ Ways for MWRI and NGOs to coordinate and cooperate on better water and land resources management. Outline how and where NGOs can participate, what is needed, Could they help finance or help market agriculture products? ◆ IMT is also non governmental in nature and promotes civil society. ◆ IMT complies with objectives of NGOs (mandates and objectives are similar / parallel)

	<ul style="list-style-type: none"> ◆ IMT is strengthening WUAs and offering NGOs new partners for community development. ◆ IMT helps create new business / enterprise for enhanced role of private sector. ◆ NGOs are welcome to collaborate with WUAs, MWRI and IMT. ◆ IMT broadens scope of work of NGOs, WUAs start with water issues, this can develop into activities related to products of water (agricultural marketing, etc.) and then can become into community development catalysts for health, education, environmental issues, etc. 	<ul style="list-style-type: none"> ◆ IMT supports decentralization and privatization, a main interest of NGOs. ◆ IMT is strengthening WUAs and offering NGOs new partners for community development. ◆ IMT helps create new business / enterprise for enhanced role of private sector. ◆ NGOs are welcome to collaborate with WUAs, MWRI and IMT. ◆ IMT broadens scope of work of NGOs, WUAs start with water issues, this can develop into activities related to products of water (agricultural marketing, etc.) and then can become into community development catalysts for health, education, environmental issues, etc. <p>New Messages:</p> <ul style="list-style-type: none"> ◆ Modified previous messages according to the changing and growing needs of NGOs. ◆ Tailored messages to serve NGOs according to established priorities set through short-term IMT PAC formal and informal evaluation.
<p>8. Politicians</p>	<ul style="list-style-type: none"> ◆ Needed support, importance of politicians cooperation and collaboration for implementing IMT: political support and participation in distribution / dissemination network. ◆ Ways for politicians to cooperate on better water and land resources management. Outline how and where they can participate, what is needed. ◆ IMT promotes civil society. ◆ Beneficial to constituents. 	<p>Ongoing Messages:</p> <ul style="list-style-type: none"> ◆ Needed support, importance of politicians cooperation and collaboration for implementing IMT: political support and participation in distribution / dissemination network. ◆ Ways for politicians to cooperate on better water and land resources management. Outline how and where they can participate, what is needed. ◆ IMT is promotes civil society in parallel with

		<p>national programs and policies.</p> <ul style="list-style-type: none"> ◆ Beneficial to constituents. <p>New Messages:</p> <ul style="list-style-type: none"> ◆ Modified previous messages according to the changing and growing needs of NGOs. ◆ Tailored messages to serve NGOs according to established priorities set through short-term IMT PAC formal and informal evaluation.
<p>9. Donor Organizations</p>	<p>Ongoing Messages:</p> <ul style="list-style-type: none"> ◆ Needed support, importance of donor organizations' cooperation and collaboration for implementing IMT: ◆ Ways for MWRI and Donor Agencies to coordinate and cooperate on better water and land resources management. Outline how and where they can participate, what is needed, Could they help finance or help market agriculture products? ◆ IMT is also non-governmental in nature and promotes civil society. ◆ IMT complies with objectives of NGOs (mandates and objectives are similar/parallel) ◆ IMT supports decentralization and privatization, a main interest of NGOs. ◆ IMT is strengthening WUAs and offering donor organizations' new partners for community development. ◆ IMT helps create new business/enterprise for enhanced role of private sector. ◆ Donor Organizations are welcome to collaborate with 	

	<p>WUAs, MWRI and IMT.</p> <p>New Messages:</p> <ul style="list-style-type: none"> ◆ Modified previous messages according to the changing and growing needs of NGOs. ◆ Tailored messages to serve NGOs according to established priorities set through short-term IMT PAC formal and informal evaluation.. 	
<p>10. Industry</p>		<ul style="list-style-type: none"> ◆ The success of IMT will lead to stability in water resources, decreasing the industrial risks associated with shortages. ◆ IMT leads to economic, social and political stability in Egypt, providing for the right conditions to produce industrially and attract investment to the industrial sector. ◆ How can Industry participate in the success of IMT? (For example: financing ongoing media campaign)

Target Group	Target-Specific Messages — Short Term	Target-Specific Messages — Medium Term
11. General Public	<ul style="list-style-type: none"> ◆ Ministry is embarking on new course to secure the water resources needed for social and economic development through more efficient management ◆ IMT is a system/vehicle to be used to better control water pollution, environmental problems and encroachment. ◆ Local participation will bring about more efficient water management and, thus, enhance productivity vis-a-vis units of land and water. Water is then used more wisely for the benefit of all. Water will be available for future development needs, private sector companies, private sector needs: JOBS! ◆ IMT secures availability and equity in water distribution according to requirements, both temporal and spatial (when and where) ◆ Economic benefits: as operation and maintenance is cheaper, agricultural production becomes more efficient and this could keep food prices down. ◆ Routine bureaucracy is minimized ◆ Quick responses in attacking issues and problems ◆ Team work makes water management easier, decreasing the burden of effort and the burden on resources. 	<ul style="list-style-type: none"> ◆ Modified previous messages according to the changing and growing needs of the General Public. ◆ Tailored messages to serve the General Public according to established priorities set through short-term IMT PAC formal and informal evaluation

	<ul style="list-style-type: none"> ◆ Each country must collaborate and learn from each other in dealing with an important resource such as water. ◆ Let's take our problems into our own hands. ◆ The private sector and a strong civil society is more efficient in management than government bodies. ◆ IMT alleviates burden of bureaucracy and autocracy - farmers solve their own problems (stress this!!!) ◆ "Shaking the administration system" (Nasser) ◆ IMT leads to conserving water and this is a religious, social, economic goal of everyone. ◆ IMT optimizes water and land resources leading to improved socio-economic conditions: development, progress, JOBS! ◆ Ways that MWRI and other Ministries are coordinating and cooperating on better water and land resources management. 	
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