

NEPAD ADVOCACY STRATEGY DOCUMENT

*Advocacy and Communications Campaign for the New Partnership for
Africa's Development (NEPAD)
UN-Office of the Special Advisor on Africa, OSAA*

October 2005.

MANDATE:

This document is prepared pursuant to Resolution of the General Assembly 57/300 and the Secretary General's Bulletin SGB/ 6/2003, which mandates the Office of the Special Adviser on Africa (OSAA) to coordinate global advocacy in support of NEPAD and act as a focal point for NEPAD within the United Nations Headquarters. This document is a proposed framework for advocacy and communications campaign to support the implementation of NEPAD. The campaign is to be conducted jointly by the UN system and the NEPAD Secretariat and its partners at the country, regional and global levels.

1. INTRODUCTION:

In recent times, there has been a tremendous interest generated about Africa's development within the international community resulting in renewed support, substantial pledges and commitments by and from the continent's development partner-governments.

At the recent 2005 UN Millennium Summit, the Outcome document specifically called for strengthening international cooperation with NEPAD. For NEPAD communicators, there is no better time to mount an advocacy and communication campaign so as to intensify activities and programmes in order to take advantage of this unique opportunity to secure wider support within the continent and outside.

According to the Secretary General Kofi Annan in his report *NEPAD: third consolidated report on the progress in implementation and international support*, "2005 has been marked by important regional actions and greater international response in support of Africa's development." He added that "the central challenge is to grasp the opportunity and maintain the momentum"

An effective communication and advocacy strategy should therefore result in sustaining the positive momentum and international concern for Africa's development and also encourage the realization of commitments made in support of Africa. For instance such a strategy ought to actively campaign for and support the pursuit of an effective aid delivery process, opening up of international trade by removing barriers such as agriculture subsidies and ensuring that debt-cancellation and relief are secured.

The advocacy/communication strategy must also campaign for and support capacity building for the national and regional structures in Africa entrusted with NEPAD's implementation. Stakeholders implementing the strategy should ensure the effective communication between NEPAD national, regional and continental structures. It must also emphasize and continue to promote on-going socio-economic and political reforms in Africa.

The NEPAD advocacy and communication strategy must have a broad reach that covers the entire African continent, reaching the average African, extending also to Africans in the Diaspora, and to the international community.

2. FOR WHOM?

This document is prepared for the use of all those tasked with NEPAD advocacy/communication including the national structures, regional bodies, (RECs), NEPAD secretariat and UN agencies. It therefore focuses on communication and advocacy structures and activities: that is, events, publications and forums to be implemented by the NEPAD communicators/advocates with the aim of creating, sustaining and increasing awareness about NEPAD from the national to the global level.

This strategy especially seeks to promote synergies and complementarities within the UN system, and between the Organization and its non-UN partners. It also aims to improve the effectiveness of communication and advocacy activities undertaken by the UN family organizations and the NEPAD Secretariat.

The document intends to propose a framework for enhanced coordination:

*Within the UN system

*Between the UN and non-UN agencies

3. OBJECTIVES OF THE CAMPAIGN:

The objectives of this campaign are derived from the central objectives of the New Partnership for Africa's Development (NEPAD) itself since this campaign is an effort to enhance the programme and materialize its promise. As stated by its promoters, NEPAD was established as programme of policy options to realize an African resurgence and renewal. It was designed to address and focus on the recurring and current challenges facing the continent of Africa, including but not limited to deepening levels of poverty, unyielding underdevelopment and a gradual but steady and persistent marginalization of Africa.

The following are therefore the key objectives of the advocacy and communication campaign:

** To create and increase awareness for and ownership around the concept and idea of NEPAD*

** To build credibility for NEPAD, its promoters and its projects*

** To highlight the leadership capacity of Africans, including women, to manage NEPAD successfully*

**To mobilize the target audiences for action*

4. IMPLEMENTATION PARTNERS AND TARGET AUDIENCES:

There are several levels in the implementation of this communication campaign-

1. **National** -each country's NEPAD structures are in charge of NEPAD implementation, with UNDP supporting the implementation of this campaign in consultation with DPI

2. **Regional** - the RECs implement with the ECA supporting this campaign

3. **Continental**- the NEPAD secretariat would implement

4. **Global** - OSAA would implement this campaign.

Each level would focus on the audience specific and relevant to it and adapt the proposed activities as necessary in order to elicit support and action.

For clarity, the target audience includes both the **internal**, namely the African public -i.e. national and continental, and the **external**, namely partners of African countries outside the continent.

To maximize impact of limited resources, key groups that could have both the structure and capacity to reach or exert influence on their wider memberships and others in society should be strategically identified.

The following groups are identified as strategic audiences to promote NEPAD and mobilize support for its implementation:

INTERNAL

A. Media Groups in Africa

The media is a crucial partner for building mass public support for NEPAD. This strategy stresses the importance of developing proactive relationships with journalists by giving them information

they can use. The investment made in building relationships with editors and journalists could lead to the publication of articles that will inform a wider general public, including some of the specialized interests the Secretariat hopes to reach. Media groups like West African Journalists Association, (WAJA), Journalism institutes like the Ghana Institute of Journalism, (GIJ), Media Institute of Southern Africa, (MISA), African Economics Editors Conference, union of Journalists in each of the country like the Nigerian Union of Journalists, (NUJ), South African Union of Journalists, (SAUJ), World Association of Community Radio Broadcasters in Africa, editors' guilds/forums, associations of newspaper publishers, and similar groups both national and continental should be brought in as strategic partners by NEPAD communicators.

One of the best ways to establish this kind of relation is to arrange regular briefings with reporters and journalists, and media executives. Some of the reporters, journalists and media executives could also be invited to NEPAD communication workshops on an on-going basis.

B. NEPAD Structures at the country level

National Governments have set up national structures, some at cabinet level, some at the level of parliaments, yet others in the presidencies and within civil society. These are key allies in the popularization of NEPAD at the national level. They also serve as a depository for NEPAD information and experience and are well placed to work closely with national media organizations, planning interviews with NEPAD High Officials, Governments and donors in their respective countries or to organize public forums and other events on NEPAD.

National NEPAD communication officials could brief the media groups (the press, radio and television), civil society organizations and other interested groups. It is crucial for the success of NEPAD communication and advocacy that African languages be used in dissemination. This would promote African ownership of NEPAD.

C. Religious Groups

Religious leaders have access to and exercise considerable moral authority with large numbers of people with whom they could advocate on behalf of NEPAD. Therefore, the NEPAD Secretariat and the NEPAD structures at the country level should make a concerted attempt to brief (and gain the support of) religious leaders about NEPAD. They could also devise a plan with each major religious group for spreading the word on NEPAD through their congregations in all parts of Africa.

Working with religious groups could also have the advantage of raising awareness among some congregations in donor countries who could also become advocates for Africa in their respective countries.

D. Think-Tanks /Civic and Professional Organizations

NEPAD advocates and communicators should seek to maintain regular contacts with the civil society through academia, professional organizations and think tanks, to assist them by providing accurate information regarding NEPAD. A sustained interest of this group of organizations may help to maintain a sustained campaign in support of NEPAD and can also facilitate that lessons learned are fed back to NEPAD decision-making structures.

E. Business Groups

Business people are a critical set in the civil society. While recognizing that attracting the support for NEPAD in these groups would require concrete actions beyond advocacy, efforts should be made to provide up-to-date relevant information and gain their attention. Many business groups do not know that there are stock-exchanges in Africa or that the continent provides high rates of return on investments; and that Africans are making real efforts to reform their macro-economic

environment and prevent conflicts. They do not know that there are very good success stories. The lack of this information is one of the reasons accounting for low capital flows to Africa, particularly Foreign Direct Investments.

This is where groups like the African Business Roundtable, (ABR) can become very effective as a partner in this campaign. ABR has already linked with NEPAD and must continue to be strengthened.

Multinationals and other businesses with the infrastructure can also be tapped to become an agency for the dissemination of NEPAD messages through their advertising. This would be mutually beneficial to the businesses as well as to NEPAD. Different ideas can be explored to achieve a sustained interaction with the civil society and business groups. An example is the Bending the Arc (BTA), which started as an event but has now been established as a NEPAD-led forum for engaging civil society, business, governments and international partners in efforts to achieve the MDGs. BTA will exist as a forum for brokering innovative partnerships for achieving NEPAD objectives and the MDGs. Such forums can be used to broker partnerships to advance NEPAD communications objectives.

EXTERNAL

F. NEPAD Partners -International –Congressional Black Caucus, (CBC)

At the UN Headquarters in New York, in Brussels, in the G-8 capitals, and Washington DC, it is important to keep the major international NEPAD partners informed. In addressing the G8 countries in particular, attention would not be directed only at their governments, but their media, people, foundations, Think Tank, professional and pressure groups. In the US, one critical group would be the Congressional Black Caucus, which has professed over time a clear interest in Africa.

An effective partnership with the CBC can help both in terms of the group's primary role as lawmakers, but more importantly as a positive media conduit here in the US. The Secretary-General made this very clear when he told the CBC recently at a meeting Washington D.C. that the "United Nations needs you to get the American media interested and focused on events in Africa."

Generally, meetings, regular briefings and discussions, (or in any other activities listed in the activities section of this document) on the progress in the implementation of NEPAD would be organized for NEPAD international partners like CBC. These occasions and activities could also facilitate the flow of feedback from partners as to their view on the progress of NEPAD implementation including its strength and shortcomings.

G. Media Groups and Representations in Western Capitals and Media as a group of influence

In implementing this campaign we should realize that we can use the media not only as a channel to convey our messages to the target audiences, but it also can play a major role as opinion molders. In the past and even currently in many respects, major press groups in the West have contributed to Africa being known for its ills (poverty, hunger, AIDS, wars, natural calamities, refugees, and corruption, absence of law and order). This campaign can use the same media to

advocate for Africa's development by offering information and ideas that can showcase a more accurate picture of Africa.

In some of the largest capitals in the World, there are important media organizations and representations with an interest on African issues. These groups have contact with the UN family organizations and African Ambassadors, but not on a regular basis. The campaign should identify them as an important target audience and allies, especially to address the issue of negative reporting on Africa by providing them with alternative information and sources. Information on successes in NEPAD and the effort being made in the continent would ultimately influence public opinion and decision-makers. They could also promote business interest between Africa and these countries. Often, these civic associations and media groups organize events and meetings that NEPAD supporters can piggyback onto and provide the audience with important information. NEPAD communicators would continuously build on a list of such media organizations, some of which include the Inter-Press Union/Global Information Network based in New York, African Journalists Association based in Washington D.C., Independent Press Association, a nationwide group in the US, and the National Association of Black Journalists. There is also All Africa.com in Washington DC, the Hausa Service of the Voice of America in Washington DC and their BBC counterpart in London. Particular attention should be given to working closely with African journalists and media groups based in and representing the West including the Black Members Council of the National Union of Journalists in the United Kingdom

This is key, especially because there are several Africans who are holding leadership positions in the mainstream of western media establishments. An African until recently was the foreign editor of Newsday, the 6th largest metropolitan newspaper in the US, Africans hold key positions at VOA and BBC and several other western media outlets. But none of them have ever been approached to play a part in African developmental efforts despite their influential standing. African-Americans also hold positions of influence in the US media. A campaign of this kind can find very redoubtable allies in many of these journalists and media professionals.

For instance workshops should be organized to bring journalists together to brainstorm about NEPAD and exchange ideas about the future of the continent.

H. African Group of Ambassadors

The African Group of Ambassadors at the UN, Washington D.C. and in major capitals in OECD countries, including G8 countries are an important target audience. They have a wide range of contacts, with politicians, business groups, media and so on in the countries where they are serving. They can be mobilized to communicate with their interlocutors regarding NEPAD in a consistent manner.

In order to enable them to communicate this message, the briefings they receive on a regular basis about the developments in and achievements by NEPAD, from their capitals could be complemented by those from the NEPAD Secretariat and OSAA.

I. Africans in the Diaspora

There is a growing group of well informed, educated and well-to-do Africans based abroad, especially in Europe and North America. This is a critical resource that is yet to be maximally tapped. For instance in the US and UK, African professionals are regarded highly and are well reputed in their chosen careers, especially medicine, technology, etc. There are several professional groups of lawyers, and doctors that indicate a fair level of organization of some of African experts abroad.

Perhaps NEPAD, ABR and OSAA can collaborate to organize the first Africans in Diaspora Brain Gain conference which can explore ways in which African expertise and wealth abroad could support developmental programmes in the continent.

Other groups to be targeted both internally and externally include:

- Congressional and parliamentary committees on Africa in all the G8 countries
- African governments, parliaments, assemblies, from local through states, provinces to local government levels and the NEPAD country structures
- African academia and intellectual
- Media, in a general sense, including the traditional media
- Traditional rulers
- Community leaders
- Students
- Women groups, including professional associations
- Market women, traders, mothers etc
- Labor movements/associations
- Chambers of Commerce and business groups
- Professionals
- Professional groups like ABA, AMA, both national and continental
- Politicians
- Technocrats
- Artisans
- Farmers
- Particular age groups such as youths and elders
- Military and para-military organizations
- Educational leaders and administrators

5. ACTIONS AND PROPOSED ACTIVITIES:

The following are ideas of activities that could be undertaken at different levels of the campaign. This list is not exhaustive and details can be developed at various levels once a decision to implement the particular activity has been taken. Each implementing agency would normally make that determination. But particular UN implementing agencies are proposed under each suggested activity.

a) The formation of a NEPAD Communicators Caucus under the supervision of the Advocacy/Communication Cluster:

It will be a very good idea if some African government will set up a robust communication initiative/body *charged with offering timely and rapid responses to day-by-day breaking international news and issues in a way that makes the African perspectives on development concerns available as and when due in a world of fast-paced information overdrive.* This way NEPAD advocacy and communications objectives will be regularly pegged to key global events and through it information can be shared and exchanged rapidly and effectively among NEPAD communicators. For such a caucus to work well, it should be located at the highest level of governance like the presidency in order to achieve an authoritative African intervention and avoid cross-purposes.

The *Communications Caucus* is a forum and a tool for building capacity in NEPAD advocacy and communications and should comprise physical meetings, shared web resource and a forum that will be readily available to the wider range of NEPAD communicators, especially in Africa in the

dissemination of NEPAD messages. - **This is an activity that national governments should take a lead in establishing alongside NEPAD secretariat, and OSAA can support**

b) African Brain Gain Conference and the compilation of an African Resource register:

Specifically, members of the African Diaspora would have to be targeted in various ways through the use of print, electronic and Internet media. However events like an African Brain Gain conference can be organized by OSAA and NEPAD secretariat to bring together many of the African experts resident abroad especially in Europe and North America alongside their counterparts in the continent. Many of them are known to have distinguished themselves in these continents and are experts in their various professions and as a group. Professional groups like Lawyers associations, physicians exist in some of these countries and these bodies could be sought out to organize the conference.

The objective of the conference would be to tap into the expertise of these African professionals in pursuit of NEPAD's primary objective "to halt the marginalization of Africa in the globalization process and enhance its full and beneficial integration into the global economy" and in line with NEPAD's principle of African ownership of the African development process.

A more immediate goal of the conference will be the building, development and maintenance of a **register of African professionals and experts** which comes readily useful in a number of ways besides the fact that this is another way in building a formidable network for NEPAD and African developmental efforts. This activity will not only dramatically raise awareness about NEPAD, but it will showcase African potential on a global scale. **OSAA, ECA and NEPAD.**

d) Sponsor and encourage the writing of scholarly essays, dissertations, doctoral thesis on NEPAD, organizing seminars in schools, colleges, research centers, universities and so on in Africa and sponsoring conferences and workshops on NEPAD for members of the public and specific target audiences especially women and including events that would be conducted in local languages. **UNDP/DPI/National and country structures.**

e) Regular press briefings, question and answer sessions, Video News releases, press statements to announce new projects, answer media and people's questions, including special media executive sessions where heads of governments, ministers and top NEPAD operators will speak and take questions. **UNDP/DPI/National and country structures**

f) Using local festivals in the rural areas across the continent in order to engage the skill of interpersonal communication. Such festivals always include local musicians, artists, actors, comedians community leaders, traditional rulers, religious leaders who can help convey the NEPAD message so that it reaches as many people at the grassroots level as possible. **UNDP/DPI/National and country structures.**

g) Holding regular and periodic meetings, with sessions open to the press and public, between African heads of states, technocrats and their counterparts in G8 countries and from all other similar nations and bilateral institutions to showcase the progress that is being made and the continuing partnerships between Africa and developed countries in implementing NEPAD. This will include international events like the UN Millenium Summit, World Economic Forum held in Davos where the aim is to ensure the active participation of a good number of African journalists is particularly encouraged. NEPAD and OSAA can consider options on how to facilitate the effective participation of independent African journalists at these events so they would not have to simply rehash what they hear on CNN, BBC etc. This could take the form of an **African Meet the Press** at these events-**OSAA, ECA and NEPAD.**

h) Using sports and music as a vehicle of interpersonal communication, sporting events, tournaments, marches, games, concerts can be organized at various levels to create NEPAD awareness and also to launch particular NEPAD projects and activities since sports and music are a great influence in the continent, especially on the youths. For instance, the 2010 World Cup in South Africa offers a unique vehicle for communicating NEPAD and the MDGs. International sponsors should be encouraged to 'Africanize' their advertising programmes so that these are oriented towards helping to meet Africa's development priorities. Sports and music are also critical for they provide opportunities for the use of visual images in advocating and communicating NEPAD.- **NEPAD, ECA, UNDP/DPI and national/ country structures.**

i) Preparation of fact sheets, frequently asked questions with answers on NEPAD, and wide circulation of the popular version of the NEPAD Framework Document of October 2001. These can also be done on websites of the country structures- **NEPAD, ECA, UNDP/DPI, OSAA and the country structures**

j) NEPAD Business road shows: In association with such business groups like the African Business Roundtable, ABR, economic and business road shows can also be conducted for Africans abroad and foreign investors in order to generate interest around proposed and ongoing NEPAD projects and programmes-**OSAA, ECA and NEPAD**

k) NEPAD Day: A day can also be set aside by the NEPAD Implementation and Steering Committees to focus on NEPAD. This should be a media event and marked around the world, within the continent, the UN and so on. The idea is to generate awareness around NEPAD at a global level, at least once a year and the participation of African leaders should be assured.

Wrap Around approach:

It is a useful idea to wrap activities of this campaign around issues and events that command international focus. For instance the MDGs and the African Peer Review Mechanism (APRM) are two main issues that are currently commanding national and international attention.

MDGs

NEPAD communicators and advocates should take advantage of the international focus on the Millennium Development Goals, (MDGs), as a means to create awareness and elicit support for NEPAD. This can be achieved by linking NEPAD programs to MDG goals and the events and activities that promote MDGs. The NEPAD secretariat has already started doing this and the NEPAD bureaucracy is now positioned to monitor progress of MDGs in Africa.

APRM

The successful take-off of the APRM and its moderate pace of progress can be used as a demonstration of NEPAD's value and the readiness of African leaders to be accountable. APRM then becomes a NEPAD showcase with 23 African countries now fully subscribed and three more completing the admission process and yet with realistic expectations for more in the future. By the end of 2005, six countries are expected to complete the review process. Ghana and Rwanda have already been reviewed, while Nigeria, Mauritania, Kenya and Uganda are almost done.

Going forward, NEPAD advocates and communicators can also leverage the infrastructure of organizations which have a shared interest in promoting NEPAD and the MDGs - namely businesses, including multinationals and others with the infrastructure and expertise to manage communications and deliver messages to vast and diverse audiences. We must tap in to these resources and the innovative marketing techniques and infrastructure offered by civil society

organisations and the private sector. **For instance it is conceivable that Coca-Cola bottles and lorries could carry NEPAD messages or that Celtel or MTN could incorporate each of the MDGs on their scratch-cards.**

Other means of using the media: to deliver the messages of NEPAD, i.e. how the messages could be packaged for delivery:

*Arts and Culture: Plays, drama, comedy, local festivals, and movies including home videos which are now very popular in parts of Africa

*Sports and music: Games, tournaments, concerts, entertainment events and matches present opportunities to create awareness and building credibility in Africa.

*Seminars, conferences, workshops, briefings, community meetings, forums, panel discussions, outreaches, and evaluation meetings.

*Open campaigns, road-shows and rallies

*Writing and essay competitions

*Academic presentations, dissertations, thesis etc

6. KEY CONDITIONS FOR SUCCESS OF THE CAMPAIGN:

For this campaign to succeed there is need for effective coordination, efficient use of advocacy and communication resources and materials and fidelity in the messages being delivered about NEPAD at all levels.

A. COORDINATION

This campaign will be conducted by a collection of UN Organizations, NEPAD country and regional structures etc with different mandates and objectives working in different environments. These Organizations are answerable to different patrons. This situation requires a degree of flexibility to permit specific strategies to be formulated at different levels for different advocacy objectives and goals. There is also a need to match the resources with what is likely to make the greatest impact in a short time.

Therefore it is proposed that OSAA would facilitate this campaign at the global level, the ECA would be in charge at the regional level, while the UNDP would take charge at the country level, in collaboration with the UNICs, in countries where they are available.

This way the widespread backing of the UN family would become readily available for the implementation of the campaign. The NEPAD secretariat will continue to take charge of the continental level.

Coordination structures:

It is important to note that there is the Advocacy/Communication cluster established under ECA framework which includes OSAA, UNDP, ECA, DPI and NEPAD. These agencies will work together to manage the campaign.

1.) Overall coordination

The NEPAD Secretariat and OSAA will conduct the overall coordination of the NEPAD advocacy and communication programme. These two entities will periodically evaluate current programmes, formulate strategies for the next phases and co-chair consultative forums. Specific and specialized components of the programmes would be developed, managed and implemented by each participating agency.

2) Communication and Advocacy strategy group

While OSAA and the NEPAD Secretariat have overall responsibility for the coordination of the campaign in support of NEPAD, a wider but effective strategy group could be established between key partners both in New York and in Africa. This group will be responsible for meeting periodically and agreeing upon the overall thrust of the campaign, identifying challenges and reorienting programmes. ECA, UNDP and DPI would be natural partners of an advocacy strategy group.

3) Communication and Advocacy Cluster

The Communication and Advocacy Cluster established July 2004 in Addis Ababa within the framework of the Regional Consultative Mechanism and convened by the ECA will constitute an open meeting for all Advocacy and Communication officials of UN Agencies to come together. The meeting will aim to open up strategies for discussion and take stock of the different experiences found in implementing the campaign. Apart from identifying quick wins, it will serve as a vehicle to map out challenges, share best practices and extract lessons learnt.

4) Advocacy Secretariat

Advocacy Secretariats would be established within OSAA and the NEPAD secretariat. The Secretariats would provide support for the working groups and maintain communications between the members at OSAA and the NEPAD Secretariat. The secretariat could also provide input for the speeches of key NEPAD advocates.

OSAA's role:

The Office of Special Adviser on Africa has a unique role to play in the implementation of this document.

Specifically

- 1. OSAA will serve as convener of the advocacy and communication cluster as discussed above.**
- 2. OSAA will draw up a plan of action for its own stated responsibilities of implementing the advocacy and communication campaign at the global level.**

B. ADVOCACY AND COMMUNICATION MATERIALS:

The advocacy and communication campaign requires specific materials to communicate the intended message such as posters, flyers, briefing packages, and speeches. It would be necessary to decide what type of material is required for the specific campaign and who is best placed to produce such material.

Types of Material

A. Slogans

At all stages, the campaign needs to identify clear information goals and a “message” that can be incorporated into the materials used to support outreach activities. A slogan of some kind would be useful to complement visual presentation of materials. A slogan must be catchy so that people everywhere can quickly grasp its essence, which makes “*NEPAD, it's Africa's time*” sound the best. In order to support communication activities (speaking to leaders, briefing the press, attending a workshop, etc), the programme needs to have information materials and messages that will meet the special needs of specific audiences.

B. Specialized material:

Certain groups will require more detailed and technical information. A roundtable of business people may have more specialized interests than a group of high school students but some UN organizations have found that, working on a limited budget in given circumstances, it is possible to use a single set of information materials for a range of audiences. These can take the form of press releases, backgrounders and pamphlets. If they are written at a level that a well-educated 15 year old can understand they will work for most audiences. However, working with Radio and

Television would require different approach in preparing material for broadcasting to millions living in rural community who cannot read.

C. Reports on Africa and NEPAD:

Issuance of new reports could be publicized and made available widely.

C. THE MESSAGE:

An improper understanding of what NEPAD stands for has to be avoided so as not to raise expectations, to the extent that people -including Africans will only be expecting something from NEPAD without acknowledging their responsibilities to NEPAD. It should not be only about what NEPAD can do for you but also what you can do for NEPAD.

Therefore the message ought to be that NEPAD is a comprehensive framework that demonstrates a bold vision, planning and expertise to deliver and not merely a programme of activity with the NEPAD secretariat as an implementing body. The message should also inspire wide and popular African participation and always include useful information on how the African people can access and benefit from NEPAD programmes

Also, the messages to be communicated have to be succinct, concise and concrete. They must be easily understandable, brief and should be tailored to the specific audience and event.

Essentially the message is that NEPAD is the beginning of true development in Africa and that Africans and leading developed countries of the world have come together in partnership to devise a means through which Africa can attain its potential in a changing and co-dependent world.

WAY FORWARD

As the SAPIS-NEPAD report clearly noted it is now time for action rather than rhetoric. Therefore the implementation of this strategy must be given high priority.

In doing so, each UN agency will have to determine which specific activities to implement and how best to do so. However, it is expected that the UN agencies will facilitate consultative meetings to allow consensus building around the programmes before embarking on implementation. Planning meetings of the key players within the UN system and NEPAD, along the lines proposed in this paper should be convened as soon as practicable to enable the implementation of the programme as soon as possible.