

PROPOSED STRATEGY DOCUMENT

Advocacy and Communications Campaign

For

**The New Partnership for Africa's Development
(NEPAD)**

*Office of the Special Advisor on Africa
June 2004*

PROPOSED STRATEGY DOCUMENT

INTRODUCTION:

Without a doubt, a communication campaign strategy for the support of NEPAD is starting almost two years late. This should therefore sensitize NEPAD promoters at all levels on the urgency of the assignment. And in a very determined and laudable effort to ensure the success of NEPAD, the Office of the Special Adviser for Africa has already stepped up to the plate by charting the prudent course towards a successful advocacy and communication campaign.

To achieve this, the Office's Coordination, Advocacy and Programme Development Unit will serve as the secretariat for a proposed Advocacy Cluster within the framework of the ECA. Besides, OSAA's readiness to fashion out a strategy document for communication and advocacy of NEPAD indicates the importance of the task of selling NEPAD to the entire target audience. A proper articulation and dissemination of NEPAD as a programme aimed at African development, cannot be overstated.

While OSAA's role would largely be as a supporter especially in initiating a global strategy and pushing for continuous monitoring and coordination, in the area of target audiences, OSAA is uniquely and strategically placed to oversee the G8 publics and media outlets especially in a year that the United States is assuming the chairmanship of the G8 group.

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 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. It is intended to become a framework for advocacy and communications campaign to support the implementation of NEPAD. The campaign is to be conducted jointly by the UN family organizations and the NEPAD Secretariat and its partners at the country, regional and global levels.

This document focuses on communication and advocacy activities, that is, events, publications and forums aimed at advocating for NEPAD's position and work. The main objective of the proposals formulated in this paper are to promote synergies and complementarities within the UN system and between the Organization and its non-UN partners, and to improve the effectiveness of communication and advocacy activities undertaken by the UN family organizations and the NEPAD Secretariat. While recognizing that there is a lot of information about NEPAD, it is felt that this is not always managed in the way that can produce the desired effects. In other words, the

information on NEPAD is produced without clear and measurable goals which are not tailored to the needs of a specific target nor does it include indicators of success. The present document intends to help correct this and to promote framework for enhanced coordination among the UN system and between the UN and non-UN members because such a framework among the UN family Organizations and between these and non-UN members would enhance advocacy and communications campaign in support of NEPAD.

The document is predicated on the belief that support by the stakeholders for the implementation of NEPAD is a long-term objective that will need a long-term and sustained communications campaign and this campaign will be more effective if the operators make the effort to identify clear and measurable goals, carefully select the target audiences and communicate on their needs through clear and simple messages. Thus the document makes an effort to identify some of these target audiences and it provides some pointers on how the advocacy and communications campaign to support NEPAD and African issues can be organized.

However, it does not go as far as proposing specific strategies for each of the identified components of the advocacy campaign but clearly enunciate what the basic communication goals ought to be at all levels.

The document also provides the framework for implementation or a plan of action format containing series of activities connected with measurable goals and objectives. It is thus expected that UN family organizations can enter the campaign, and contribute with specific strategies appropriate for their respective areas of specialization tailored to the needs of each phase of the campaign.

THE NEED FOR A STRATEGY:

The need for a strategy for communication and advocacy cannot be overemphasized. After two years of adoption, NEPAD as a policy framework for the development of the African continent is still largely to be adequately disseminated in a way that it would resonate both in Africa and in important western capitals. A fairly common directive communication strategy would help coalesce a framework upon which operators can begin to create awareness for NEPAD and also build credibility for the programme among partners and the African people. That way the prevailing lack of knowledge about NEPAD and what the programme stands for would be reduced.

A strategy would also bring together operators of NEPAD who are logistically located in various stations right from the country structures, to the regional communities, continental and global operators and partners. By so doing common communication goals would be set, with a message that would also be shared by all operators so that there would be fidelity in the messages that are going out from all the bases of NEPAD operations. This way information presented would be tailored to specific goals of the programme and specific goals of the communications campaign. A common message being disseminated at all levels of NEPAD campaigns would inspire a sense of purpose and would inspire well-coordinated NEPAD programming at all levels of implementation.

Similarly a communication strategy would prepare the operators of NEPAD for an action plan that would show to Africans and the international partners of NEPAD how the programme would be a mutually benefiting one, by outlining objectives, activities and events that would showcase NEPAD as a capable vehicle set to succeed where similar African developmental antidotes have failed in the past.

THE NEED FOR A COMMUNICATION CAMPAIGN:

The global Advocacy and communications campaign in support for NEPAD is based on the need to create awareness and build credibility around NEPAD principles, objectives and programmes at the country, regional and global levels while also maintaining a sustained interest among NEPAD partners to continue to support its implementation. The following are some of the issues that highlight the need for structured campaigns:

Civil society complaints that NEPAD is a top-down programme of African governments to appease donors in the West, which neglects the inputs of the African population. Lack of sustainability of previous initiatives like Lagos Plan of Action and poor performance of African countries in the UN-NADAF programme of the 90s which preceded NEPAD which has create a huge credibility gaps.

The question over the ownership of the initiative, requires a sustain and organized response that would showcase Africa's intellectual capability and technocratic capacity to create, manage and sustain the new initiative of NEPAD:

- Some donor countries are questioning NEPAD achievements since its creation, specifically some are skeptical about the implementation of the Peer Review Mechanism; others wish to know how NEPAD will work with Regional Economic Communities; the funding of specific projects such as the infrastructure, agriculture, etc.
- The perception that NEPAD only exists at or during the meetings of the Steering Committees Heads of State and Government Implementation Committee (HSGIC) and in between meetings little demonstrates its existence.
- The spectrum of the African populations, including those from the NEPAD Steering Committee member states tend to feel that little has been done to keep them informed or involved and NEPAD priorities have yet to be streamlined into national development plans or national budgets.
- National private sectors, civil society organizations that claim not to be aware to support NEPAD priorities.
- The continuing perception by some African governments that NEPAD is a programme of the five initiating countries, despite the fact that it has been endorsed by the African Union Assembly of Heads of State and Governments in Lusaka in July 2001, and by the UN General Assembly as its framework for the support of Africa in December 2002.
- The continuing existence of Negative Reporting on Africa, and concerted efforts to change this tendency.

- Modest Progress in Achieving the Millennium Development Goals, especially in Africa.

EFFORTS THUS FAR:

In attempting to address the lack of information and (mis) perceptions on NEPAD, the NEPAD Secretariat has sponsored a number of meetings and briefings to explain the goals, priorities and programmes of NEPAD and progress made thus far. Civil society, government representatives, private sector, UN Officials, the media and other NEPAD partners attended many of these meetings.

The NEPAD Secretariat also made an effort to publish a weekly Newsletter in French and English. UN family members are currently carrying out some outreach activities in support of NEPAD. However, these efforts have not had the desired impact. They have not sufficiently addressed the many segments of the African population seeking information at the country level; clarified the specific issues raised by donor countries or assisted in the mobilization of the African peoples to support NEPAD. Mostly the outreach campaigns and advocacy activities conducted by UN organizations and NEPAD need clearer focus, select target audience, measurable goals and benchmarks to assess progress.

In June 2003, the Office of the Special Adviser on Africa (OSAA) conducted a survey of the Departments, Agencies, Offices, Funds and Programmes of the UN system that work in Africa. The objective of this survey was to identify those Organizations that have an advocacy and/or a communications campaign in support of NEPAD as well as, the nature and purposes of their campaigns. The survey revealed that while most of the Organizations have started to re-orient their programmes in accordance with NEPAD objectives and priorities, there is considerable room for improvement in their advocacy and outreach campaigns for the promotion of NEPAD and the mobilization of global support for its implementation.

The survey indicated the lack of strategy to promote NEPAD, especially the specific areas in which these organizations cooperate or hope to cooperate with NEPAD. It also indicated that thus far, no effort has been made to coordinate these activities, promote coherence or complementarities within the UN family or between the Organization and the NEPAD Secretariat in carrying out communication and advocacy activities in support of NEPAD.

Also in April 2004, a workshop was held in Bamako, Mali where there is a pressing need to define an advocacy and communications strategy tailored to the popularization of NEPAD objectives and priorities and the mobilization of support for the implementation of NEPAD. Current efforts being made by the UN and non-UN in promoting NEPAD and the survey conducted by OSAA show that the promotion of NEPAD would require an information management structure and information tailored to different goals and needs of target audiences. Since NEPAD is concerned with many sectors and different levels of activities (national, regional and global), there is a need for collaboration of all

UN family members advocating for NEPAD. Thus this document aims at defining and promoting agreement on a framework for collaboration among various actors that will implement the campaign. The framework is expected to enhance the quality and effectiveness, both in terms of cost and impact, thus ultimately contributing for its sustainability in the long run. In addition, a spin-off document would be provided that can be a lead and a kick-off on how specifically a communication campaign can be implemented.

OBJECTIVES OF THE CAMPAIGN:

This document sets out the specific objectives in the proposed NEPAD communication and advocacy campaign, and the activities that would activate those objectives. The objectives here stated are derived idealistically 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 as a programme of policy options was established as programme 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 marginalisation of Africa. Distinctively NEPAD's primary objectives were stated thus:

- a) To eradicate poverty;
- b) To place African countries, both individually and collectively, on a path of sustainable growth and development;
- c) To halt the marginalisation of Africa in the globalisation process and enhance its full and beneficial integration into the global economy;
- d) To accelerate the empowerment of women

The principles upon which these laudable objectives could be achieved was also outlined by NEPAD originators. They said there has to be

- Good governance as a basic requirement for peace, security and sustainable political and socio-economic development
- African ownership and leadership, as well as broad and deep participation by all sectors of society;
- Anchoring the development of Africa on its resources and resourcefulness of its people;
- Partnership between and amongst African peoples;
- Acceleration of regional and continental integration;
- Building the competitiveness of African countries and the continent;
- Forging a new international partnership that changes the unequal relationship between Africa and the developed world; and
- Ensuring that all Partnerships with NEPAD are linked to the Millenium Development Goals and other agreed development goals and targets.

Therefore the selection of objectives for the communications and advocacy campaign must be such that would sell these agenda to the audience that NEPAD seeks to reach. The need for these NEPAD objectives and principles to become reality has to be the driving force behind the communication and advocacy campaign objectives.

The general and basic goals of this campaign would be to inform, mobilize, popularize and obtain feedback, and the underlisted objectives are the actionable pursuit of those basic communication goals. Put differently, the implementation of the objectives would result in the attainment of these underlisted objectives, which are derived directly from the NEPAD objectives.

It is important therefore, to note that each of the objectives would be implemented as a phase of its own starting with creating awareness for and ownership of NEPAD as would be discussed below.

The following are therefore the objectives of the campaign:

1. To create awareness for and ownership around the concept and idea of NEPAD:

This objective is to demonstrate NEPAD as a means by which true and sustainable growth and development can be achieved in the continent of Africa. To show the people that NEPAD seeks to eradicate their poverty, that NEPAD is the plan to ultimately halt the marginalization of the continent, and the countries in the continent and that NEPAD is the key for women empowerment in Africa.

In this phase of the campaign, all programmes and events would be focused towards informing the entire or specific target audiences about the existence of NEPAD. This phase would also seek to create the perception that NEPAD is an African-conceived programme and therefore promote its ownership by the vast majority of African people within and without the continent.

The objective is to create awareness of the local initiation of NEPAD, the roles played by African leaders and technocrats in developing the concept and how the implementation of NEPAD so far has been truly driven by Africans. The objective also includes highlighting African participation so far in terms of specific NEPAD programmes and activities in the near past, presently and plans to maintain a distinctly African content in all ramifications of NEPAD going forward. This stage would also seek to persuade varying sectors of the African society to buy into NEPAD initiatives, its projects, programmes and its future.

Therefore all the activities by operators of NEPAD from the country structures, to the regional, the continental and the global would serve as a means of informing and educating specific and general target audiences about what NEPAD stands for and what are its set goals.

Phase Implication: This goal to inform would require a clear definition of what NEPAD means. At this stage and for the phase, a clear, concise and precise message has to be

defined as what NEPAD stands for. And this message has to essentially be the same message to be conveyed by all NEPAD advocates, communicators and promoters.

2. To build credibility for NEPAD, its promoters and its projects:

Under this objective, we shall be seeking to create the perception, and the belief that NEPAD would be successful where other similar programmes in the past like Lagos Plan of Action, UN-NADAF etc have not. The objectives would be to set out in the activities, events and programmes, information on how NEPAD would be managed, and how the projects and programmes would be implemented in such a way that would assure of its constant value.

In building credibility, this phase would focus on target audiences and aim to persuade through a showcase the programmes, projects and events which would prove that NEPAD is on course and alert the target audiences and the entire world that there are enough forces behind NEPAD, thereby drawing in those still on the fence.

PHASE IMPLICATIONS:

A. Perception is the key to credibility. That is the crucial element in this second phase. In building credibility, problem areas-specific and general- would have to be identified and special events, public forums and seminars could be organized to discuss the challenges identified. For instance if there a case of inadequate or lack of support for NEPAD is demonstrated, particular attention would be paid to respond to such concerns at whatever level it is identified.

B. Also at this phase, best practices would begin to be showcased both in how the campaign is being conducted and also how the NEPAD programme is being advanced. Here we may need to showcase the progress in the establishment of the NEPAD principles of good governance and the progress being made in such projects like African Peer Review Mechanism for example.

As the NEPAD programmes begin to be implemented, success stories become key in creating the desired perception and also maintaining the interests and support of the public and the donor community by showing through success stories how the projects have impacted the development and the life of the African people positively. Lessons learnt could then be disseminated to enhance further the effectiveness of the campaign

3. To create a perception of leadership capacity of Africans, including women, to manage NEPAD successfully:

Here the activities would strive to showcase Africans ability to direct and implement NEPAD, technically, intellectually and that Africans share the common developmental visions of the initiative. Also to create a perception that NEPAD is culturally appropriate policy tool for Africans and Africa in terms of the programme's consistency with African

values and methods of doing things. This stage would show that Africans through NEPAD could acquire relevant technological advancements, concepts and know-how that can be easily adapted to the level of African development and cultural sophistication.

The objective also involves disabusing the erroneous perception that Africa is merely a dumping ground for irrelevant and out-dated western models of development. This objective is to also show that Africans have the intellectual ability to determine or access their developmental needs and adopt relevant methods to bring about desired change through NEPAD.

Phase Implication: It is at this phase that African leaders, politicians, intellectuals, technocrats, including women groups, leaders and activists etc at home and abroad can begin to be used as NEPAD's banner and image makers, drawing on their contributions and future potentials. The NEPAD principle of African ownership, participation and leadership would come into active play here.

4.To mobilize the target audiences for action:

Having built credibility and a positive perception for NEPAD, mobilization for specific action on the part of the target audience, at the various levels now comes to play. Mobilization is at the core of advocacy and the ultimate outcome of effective communication

Mobilizing domestic and international support for the implementation of NEPAD is the purpose here. The identified lack of information or knowledge on NEPAD at national level, including in structures such as the National Parliaments suggests that one of the goals of the campaign could be to mobilize different segments of societies in the African countries, including parliamentarians, civil society organizations, the private sector and ordinary citizens to support NEPAD. Support also needs to come from the NEPAD partners in the international community, by getting them to make certain commitments and take steps towards realizing those commitments

Phase Implication: This is where activities, events and programmes of NEPAD advocates, promoters and communicators would focus on organizing the target audiences, NEPAD partners and the entire gamut of audiences related to NEPAD around taking particular action including but not limited to institutionalising NEPAD into government budgets, getting partners to begin to commit to specific support programmes and other action responses and feedback.

For example, how could support be demonstrated at the national level? Key constituencies can be encouraged to press their Governments and their MPs to streamline NEPAD objectives and goals in their national budgets and their national development plans. This would imply that such specific messages would be prepared for this specific goal.

Feedback as a communication goal also comes to play. See discussion on Feedback at another section below in this document.

EXPECTED OUTCOMES:

The objectives stated can and would be realized by the conduct and undertaking of activities and events that would be listed later in this document. The activities would be tailored to specific objectives especially since each objective is conceived in this paper, and for the sake of implementation, as a phase. So the activities will seek to accomplish the task set out in the objectives

Therefore some of the expected outcomes include but not limited to:

- Understanding among Africans, that Africans themselves are capable to address and confront the continent's developmental problems
- Creating the knowledge that NEPAD is the vehicles designed to achieve that lofty goal.
- Acceptance of NEPAD as an African initiative that takes active consideration of peculiar African realities.
- The existence of a general perception of dominant credibility for the programmes and the process of their implementation including and the existence of an expectation of success for the idea and realization of NEPAD goals and objectives.
- Sustained interests in and outside the continent for the continued existence of NEPAD
- Increased awareness, credibility and acceptance by Africans and their partners of the NEPAD objectives and programmes.
- Strengthened leadership potential and political support for NEPAD in Africa and therefore a legitimization of NEPAD in the continent.
- Increased sustained funding for NEPAD from in-country sources and from donors;
- Increased consensus between government and civil society on the implementation of NEPAD;
- Enhanced Participation of the private sector in support of implementation of NEPAD and the demonstrated ownership of NEPAD by Africans at all levels.
- Increased and accelerated participation of African women in developmental affairs and the persistent promotion of the idea of their empowerment.

MEASUREMENT AND THE FEEDBACK FUNCTION:

Feedback in terms of evaluation, measurement and reviews are crucial. This is a function that would be used to gauge the attainment of the objectives or otherwise, through the adoption of at least one of the suggested measurement techniques listed below. The feedback function should pervade each phase, as an-ongoing continuous objective of the campaign.

Two forms of measurements are proposed: direct and indirect measurement of the objectives and the activities as they progress.

Indirect measurement: is the public sustenance of NEPAD. It is proved by the continuous and the actual implementation of NEPAD and its longevity.

Direct measurement: the use of scientific measurements, which will draw on specific, time-based determinants and variables. Such specific measurement instruments that would have to be adopted to measure the success and review the progress of the stated objectives include but not limited to:

1. Tracking studies
2. Time analysis surveys
3. Focus groups
4. Opinion polls
5. Content and thematic analysis of the news and opinion articles, mention and publication in the media

Adoption of any or some of this scientific measurement would require training of available personnel or recruitment of experts in the field to conduct the measurement technique. Each NEPAD operator would determine which measurement technique to use and the time gap to be in place for the measurements.

What these measurements offer is a realistic review of the progress or lack of progress that is being made as the phases of this campaign takes off. These measurements can be used at any point during the campaign as decided by the operators. It can be used at the beginning, and at the end of phases, or any time in between.

A pre-test is also suggested, using any or some of these measurement techniques just before the commencement of the first phase to determine the level of current impact as a means of establishing a benchmark with which the phases and the objectives could be measured in the future as the objectives come into play. Again the role of experts and professionals or in-house training is important for this purpose.

Feedback is a crucial component of communication in that it is the response that comes in the entire communication flow, which becomes the information needed to take way-forward decisions and the next plans of action. Feedback would include internally generated responses through the holding of meetings, workshops and conferences by all those involved in the communication process; a continuation, for instance of the kind of the April 2004 workshop of NEPAD communicators in Bamako. There should be such evaluation and monitoring meetings between NEPAD secretariat and communicators at the NEPAD country structure levels and a similar meeting between UN agencies, NEPAD secretariat and AU.

Through effective feedback, the organizational capacity of the UN family members and NEPAD to coordinate, develop and implement a sustained advocacy campaign in support

of NEPAD would become strengthened. A sustained advocacy and communications campaign in support of NEPAD can only be achieved through enhanced coordination of UN agencies and increased ability to communicate consistent, simple and clear messages to the various target audiences that the strategy seeks to inform and persuade. From the situation described elsewhere in this text, it is logical that the campaign should dedicate sufficient time and attention to bring the UN family Organizations to work together to make greater contribution to the implementation of NEPAD. Communicators in the NEPAD Secretariat and those of the UN family members will be required to meet regularly to plan together advocacy activities and to assess their challenges and progress.

COORDINATION MEETINGS :

Regular evaluation meetings should be conducted to enhance the coordination among all NEPAD advocacy partners. Ad-hoc meetings could also be held as and when required to address specific or urgent challenges.

Three specific types of coordination and evaluation meetings are proposed.

i. OSAA Advocacy Team and NEPAD Secretariat:

This meeting would essentially tackle management issues related to the programme, such as assessing progress in the campaigns, and evaluating the impact of messages that are being communicated their effectiveness, problems and successes in the management structure and future plans.

ii. NEPAD Secretariat and UN family Organizations:

This would be a meeting chaired by OSAA in which agencies in addition to discussing their plans and agreeing on the implementation strategy, time frame and coordinating mechanisms would also share their best practices. They would also use this opportunity to strengthen their commonalities, outline the challenges they are facing in their specific areas, the way forward and their specific strategies. This meeting could also be held once a year

iii. It is also proposed that an annual meeting bringing UN communicators with those of NEPAD country structures is held once a year. The objective of this meeting will also be to take stock of the progress made, best practices and planning future activities.

TARGET AUDIENCES:

There are several levels of this campaign- national, continental and global. Each level would focus on the audience specific and relevant to it and adapt the activities as necessary in order to elicit support and action. Target audience tiers and demarcation would be established according to identified priorities.

For clarity, our target audience or the object of communication for this communication campaign, are both the internal, namely the African public- ie national and continental, and the external, namely partners of African countries outside the continent.

Therefore for the internal audience, the aim would be to articulate the communication campaign on the concrete results of NEPAD and the actual impact of the achievements of NEPAD on the daily life of Africans. For the external audience, the communication campaign is focusing on an external public and the partners of NEPAD, showing the effectiveness of the international partnership that led to the origination of NEPAD.

But it should be noted that the identification of who is to be reached by the advocacy and communications programme is one of the most important parts of the campaign. With limited resources the campaign should aim at specific arms of the society since experience has shown that it is not cost effective, nor is it easy to maintain a campaign of this nature for long time if it is directed to all at the same time.

For this reason, key groups should be strategically identified, groups that have both the structure and capacity to reach or exert influence on their wider memberships and others in society. That way, the groups can help to expand the campaign by encouraging public debates, promote policy change and sustain public and donor interest on NEPAD.

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

A1. Media Groups in Africa

The media is a crucial partner for building mass public support for NEPAD. 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, Nigerian Union of Journalists, editors guilds, associations of newspaper publishers, and similar group both national and continental would be brought in as strategic partners by NEPAD communicators in delivering on the objectives of this campaign as it relates to the internal object of the campaign. One of the best ways to establish this kind of relation is to arrange special briefings not only with reporters and journalists, but also exclusive briefings with media executives who call the shots inside the newsrooms on a fairly regular basis. Some of the reporters, journalists and media executives could also be invited to NEPAD communication workshops to tap ideas from there on an on-going basis.

A2. 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 the media a unique influential arm in civil society can be strategically play the role of opinion molders behind our objectives.

In some of the largest capitals in the World, there are important media organizations and representations with an interest on Africa. These groups have contact with the UN family Organizations and African Ambassadors, but not on regular basis. The campaign should identify them as an important target audience and allies, especially to address the issue of negative reporting on Africa. Information on successes in NEPAD, 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 to and feed the audience with important information.

The plan of action would continuously build on a list of such media organizations, some of which include Inter-Press Union/Global Information Network based in New York, African Journalists Association based in Washington D.C., Independent Press Association, which a nationwide group in the US, so too National Association of Black Journalists. There is also All Africa.com in Washington DC, there is the Hausa Service of the Voice of America in Washington DC and their BBC counterpart in London, etc.

Particular attention should be given to working closely with African journalists and media groups based in and representing the West. This is key, especially because there are several Africans who are holding leadership positions in the mainstream of western media establishment. An African is 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. So too are African-Americans who hold even greater positions of influence especially in the US media. A campaign of this kind can find a very redoubtable allies in many of these journalists and media professionals.

B. NEPAD Structures at the country level

National Governments have set up national structures, some at cabinet level, some at Parliament level, yet others at President's Office and within civil society. These structures are allies and key in the popularization of NEPAD at the national level. They also serve as depository of 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 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.

C. Religious Groups

Religious leaders have access to and exercise 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, 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. African Group of Ambassadors

The African Group of Ambassadors at the UN 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 the others in the countries where they are serving. They should communicate to their interlocutors one consistent message about NEPAD. 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 NEPAD Secretariat and OSSA.

E. Think-Tanks /Civic and Professional Organizations

NEPAD advocates and communicators should seek to maintain regular contacts with academia, professional Organizations and think tanks, to assist them by providing accurate information regarding NEPAD. A sustained interest of this group of Organizations may also help to maintain at least at the intellectual level a sustained campaign in support of NEPAD and can also facilitate the lessons learned process to be fed back to NEPAD decision-making structures.

F. Business Groups

While recognizing that attracting the support for NEPAD in these groups would require concrete actions beyond advocacy, efforts should be made to provide relevant information and gain their attention. In this regard, the CNN, BBC and other major press groups in the West have contributed for Africa to be known through its ills (poverty, hunger, AIDS, wars, natural calamities, refugees, and corruption, absence of law and order). Many business groups do not know that there are stock- exchanges in Africa or that the continent provides the highest rates of return in their investments; and that Africans are making real efforts to reform their macro-economic environment and curb conflicts. They do not know that there are very good success stories. The lack of this information is one of the reasons accounting for the low capital flows to Africa, particularly the Foreign Direct Investments.

G. NEPAD Partners-International

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. Specific attention should be directed at the CBC once this document enter implementation stage.

Generally, 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 partners. 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 strong points and shortcomings. This is where OSAA's strategic location comes into play. OSAA should see itself playing a more active role in this regard. See more of OSAA's role and UN System: ALL UN relevant UN agencies below.

Other groups to be targeted include:

- Africans in the Diaspora
- 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: professional and co.
- 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
- Age groups
- Military and para-military organizations
- Educational leaders and administrators

THE MESSAGES:

The messages to be communicated have to be succinct, concise and concrete. It must be easily understandable, brief and can be immediately grasped and should be tailored to the specific objective and the phase of the campaign.

The first thing is the adoption of a slogan and taglines.

Here are some slogan ideas:

NEPAD needs your support

NEPAD, its Africa's time

NEPAD for Africa's prosperity

NEPAD is improvement to your Life

NEPAD is about you and I

NEPAD, all on board for Africa

NEPAD, abundant life for Africans

See more on slogans below:

Creative professionals should be involved in detailing how the message would be presented and the various ways it can be fashioned. At each level of implementation, different messages can be fashioned out by different countries for instance.

Essentially however, the message is that NEPAD is the beginning of true development in Africa. The message is that both African leaders and the leading developed countries of the world have come together in partnership to devise a means through which Africans and African can attain its potentials in a changing and co-dependent world. The message is that NEPAD is the hope of Africa to eradicate mass poverty, attain sustainable development, that NEPAD is the programme to realize food security, reduce diseases, terminate crisis and wars, economic sufficiency and integration, social, educational advancement, etc. The message is that Africans-the leaders and the critical mass of the people, including woemn- understand and are willing to live by the principles that can make sustainable development to happen.

There is need for a clearly defined message and there should be fidelity in the content of the message as different levels of NEPAD operators begin to campaign and advocate the messages.

PROPOSED ACTIVITIES: By no means can these be exhaustive.

- a) Documenting on a continuous and repeated basis and then circulating widely, the formation of NEPAD and its history, preparation of fact sheets, frequently asked questions with answers, and in particular wide circulation of the popular version of NEPAD Framework Document of October 2001.
- b) Arranging interviews for individuals who are involved in the process of the formation AND implementation of NEPAD to speak about why NEPAD was formed and why and also provide information about the goals of the programme with a view to creating awareness.

- c) This can be achieved through the use of mass media in the target audience location. NEPAD secretariat. Country structures, AU, OSAA and other implementers should arrange to buy airtime in their various locations for regular programming to create awareness about NEPAD
- d) Specifically, members of the African Diaspora would have to be targeted through the use of print, electronic and Internet media to reach them
- e) Identify and promote Africans with technical expertise in the various areas of NEPAD programme in a bid to demonstrate the existence of manpower potential that can sustain NEPAD and manage its execution effectively. This can be achieved through the building, development and maintenance of a database of African experts at home in the continent and in the Diaspora
- f) Organize African intellectual capacity forums that will debate, promote existing blueprint for sectoral developmental needs, and issue new ones as necessary.
- g) 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 also some few places abroad
- h) Regular press briefings, question and answer sessions, Video News releases, press statements to announce new projects, answer questions and special media executive sessions including heads of governments, ministers and top NEPAD operators.
- i) Sponsoring conferences and workshops on NEPAD for members of the public and specific target audiences including some that would be conducted in local languages.
- j) Using local festivals in the rural areas across the continent in order to engage the skill of interpersonal communication. Local musicians, artists, actors, comedians community leaders, traditional rulers, religious leaders have to be brought to play as well in ensuring that the NEPAD message gets to as much people in the grassroots as possible.
- k) Holding regular and periodic meetings, with the opening sessions open to the press and public, between African 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.
- l) Using sports as a vehicle of interpersonal communication, sporting events, tournaments, marches, games can be organized at various levels to create awareness on NEPAD and to also launch particular NEPAD projects and activities since sports is such a great influence in the continent. Effective planning

through the medium of sports will lead to a continuous flow of interpersonal communication of what NEPAD stands for.

THE MEDIA AS A CHANNEL OF DISSEMINATION:

Although we plan to use the media as a means of strategic influence, the media is essentially the means of delivering the messages.

The following then are the exact means of delivering the messages of NEPAD, said differently, how the messages would be packaged for delivery:

- A. Documentation: Fact sheets, press releases, press statements, press briefings, interviews, newsletters, documents, publications etc
- B. Creating and maintaining database of any kind of information needed for now or future.
- C. Video News Releases, VNR
- D. Airtime on Radio and TV
- E. Internet Web sites
- F. Arts and Culture: Plays, drama, comedy, local festivals, and movies including home video which are now very popular in parts of Africa
- G. Sports: Games, tournaments, matches are powerful tools of creating awareness and building credibility especially in Africa.
- H. Seminars, conferences, workshops, briefings, community meetings, forums, panel discussions, outreaches, and evaluation meetings.
- I. Open campaigns, rallies
- J. Writing and essay competitions
- K. H. Academic presentations, dissertations, thesis etc

PLANNING THE PROGRAMME OF ACTIVITIES:

This should be an important aspect of the campaign especially because one is dealing with a changing environment, there has to be a capacity to re-adjust to new circumstances and keep the group of advocates and communicators coordinated and focused.

In planning, the operators, communicators and advocates would consider the following:

- Planning should allow the organizers to identify how best to communicate this message and who can help to communicate it. The one size fits all does not work and other assumptions initially made can be proven wrong.
- Identifying a niche, how to add value if there are efforts being carried out to pass on the message and how to build synergies with other actors.

- Testing ideas with others who are carrying out similar work as well as with members of a target audience.
- Defining contingency planning to deal with unforeseen circumstances.
- Defining what the target audience should do. This is important because one should not make people guess what they should do. They need to know exactly what is expected of them.
- Since passing different or inconsistent messages will not work. Joint planning is very important.
- Mobilizing resources
- Agreeing on the type of material that is necessary for objectives of a given phase of the campaign.

CONDUCT OF THE CAMPAIGN:

A campaign of this nature is expected to address the goals and many of challenges simultaneously, while its related activities are to be carried out by a conglomerate of UN Organizations, NEPAD country and regional structures etc with different mandates and objectives working in different environments. These Organizations are also 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 a greater impact in a short time.

OSAA's role:

The Office of Special Adviser on Africa has a unique role to play in the implementation of this document, most of which is detailed in the coordination section of this document: essentially providing a secretariat.

Additionally however, OSAA would play a more active role in the implementation of the campaign for the global audience, especially the international partners of NEPAD like G8 countries considering OSAA's strategic location in New York.

This role has also been requested by the NEPAD communication secretariat at the last Bamako workshop in April. 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 takes charge at the country level. This way the widespread backing of the UN family would become readily available for the implementation of the campaign.

Phased approach:

As stated above, this campaign would be best implemented in phases so as to give greater weight (time and resources) to different activities over time and allow a gradual expansion of the programme

Each campaign objective therefore becomes a phase all through the point of feedback.

ADVOCACY AND COMMUNICATION MATERIALS:

The first task of a communications and advocacy campaign is the definition of a message and also the adoption of slogans and catch-phrases. Also an advocacy and communication campaign would require specific material to communicate the intended message.

In addition to the media package listed above, material could entail posters, flyers, briefing packages, speeches, etc. From the onset 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, its Africa's time* sounds 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, pamphlets, etc but 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 for millions living in rural community who cannot read.

C. Reports on Africa and NEPAD:

Issuance on new reports could be publicized and made available on request. However, it is important that the material pass consistent messages. This implies that the identification of challenges faced by NEPAD, what needs to be communicated to

different target audiences and the purposes of this communication needs to be done together.

Preparation of material:

The preparation of advocacy materials requires expertise and skills. Some UN family members are better equipped than others and are in a better position to contribute to this task than others. Some would be in a better position to prepare specialized material hence, the need to have a clear sense of who can do what is very important. Serious consideration should be given the communications tool kit presented at the Bamako workshop.

NEPAD and the UN organizations could also provide technical assistance to national structures in preparing programmes and materials. For example, it is felt that the NEPAD document is too intimidating and dry to be digested by ordinary citizens. The UN Department of Public Information has offered to prepare a more people friendly version of this document. Other members of the UN family may have other ideas in their respective areas of specialization. The enlistment of the services of creative writers and specialists is also advised in the compilation of campaign materials for maximum success.

COORDINATION MODALITIES

Coordination structures:

The fact that the communication and advocacy programme is to be implemented at various levels (national, regional and global) by several agencies at different locations and aimed at reaching various audiences in each of the locations, presupposes the existence of a flexible and effective coordinating structure; flexible enough to allow partners' initiative in preparing and conducting their specific programmes in accordance with specificities of the target audiences and the environment in which they operate and effective enough to ensure consistency of the campaign.

To achieve such flexibility and consistency, the UN family and NEPAD would need to plan together on a policy level. Coordination would also be required between the NEPAD secretariat, OSAA and its operational partners - those who would implement or facilitate the implementation of the communication and advocacy campaign. A calendar of activities, a division of labour and time frame needs to be agreed upon. Clear benchmarks would need to be identified and agreed upon from the beginning and monitoring mechanisms would be required. Joint planning and assessment and coordinated implementation would help to address the issue of coherence, consistency and timing of messages and monitoring the progress being made. To achieve such coordination, an effective management structure and a clear system of communications among agencies and NEPAD needs to be developed and agreed to by the participating members.

a) 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.

b) Communication and Advocacy strategy group

While OSAA and the NEPAD Secretariat have the 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, DPI could be foreseen as natural partners of an advocacy strategy group.

c) Communication, Advocacy and Public Information Cluster

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

d) Advocacy and Communication:

On an operational level, two working groups are envisioned, the first in New York and the other in South Africa. One chaired by the NEPAD secretariat and the other by OSAA. These working groups would meet frequently and seek to operationalise the already agreed to NEPAD strategy and other policy decisions as well as discuss and share challenges and best practices in the field.

e) 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.

There would be the need for an advocacy officer who will be the first responder for OSAA in the overall implementation of this strategy. The position would also have the responsibility for creating and maintaining on a daily basis the linkages that would be developed between NEPAD global target audiences, western media groups, media groups with particular African interests based in New York, Washington DC and other western capitals and major cities. The advocacy officer would be unique in terms of the definition of the position's responsibility, as the officer would be responsible for reaching out to the media and the global targets regularly and on a constant pattern including visits and

outdoor activities, essentially as a foot soldier for the implementation of campaign objectives as the phases begin to be implemented.

WAY FORWARD

Process of consultation and validation:

This draft document will be distributed for comments, among the UN family members as a follow-up to OSAA's questionnaire. Upon receiving comments, OSAA will, together with NEPAD Secretariat, undertake further consultations with all partner agencies. These consultations are expected to clarify the division of labour among all participating organizations, specific contributions and strategies to advance specific goals. We also intend to engage the services of a consultant to give expert advice on the form and content of a final paper.

OSAA/NEPAD then intend to proceed with consultations in a number of selected countries with NEPAD national structures. The objective of this latter step is to incorporate comments and suggestions from national structures of NEPAD and other Organizations. At the end of these consultations a final draft will be prepared and presented to the main stakeholders and donor Organizations. It is expected that UN Operational Agencies facilitate consultative meetings to allow consensus building around the programme 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.

At the same time specific strategies can be developed by the NEPAD Secretariat and others, tailored to the support, among other things, of the promotion of the African Peer Review Mechanism especially in the countries that will be reviewed next year, the implementation of the agriculture programme, etc.