East African Community

The East African Community Communication Policy and Strategy

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CONTENT

ACRONYMS and ABBREVIATIONS

CARICOM	Caribbean Community
CYAP	CARICOM Youth Ambassador Programme
CYAs	Caribbean Youth Ambassadors
EABC	The East African Business Council
EAC	East African Community
EACJ	East African Court of Justice
EACSOF	East African Civil Society Forum
EADB	East African Development Bank
EALGA	East African Local Government Association
EALA	East African Legislative Assembly
EALS	East African Law Society
EU	European Union
GDP	Gross Domestic Product
IEC	Information, Education and Communication
Image Tracker	Brand image research undertaken to assess audience perceptions
IPP Group	Tanzania's largest Group of Media Companies
IUCEA	Inter-University Council of East Africa
KCB	Kenya Commercial Bank
LVBC	Lake Victoria Basin Commission
LVFO	Lake Victoria Fisheries Organization
M&E	Monitoring and Evaluation
MEACA	Ministry of East African Affairs
NGO's	Non-Governmental Organisations
Pre Ad-Tests	Research done to assess potential impact of an advert before it runs
Post Ad-Tests	Research done to assess potential impact of an advert after it runs
TAEF	The African Editors Forum
"Uhuru" Generation	Generation of East Africans born in the 1960's

The EAC is well positioned to facilitate the creation of value across the region through integration. If well undertaken, communication can play a great role in mobilising people and resources towards the collective and individual prosperity of East Africans.

This communication policy and strategy document marks the start of a journey towards communication excellence within the EAC. A lot will ultimately depend on the effort and resources that the EAC and its partners will be able to put behind the implementation of the communication policy and strategy.

1. INTRODUCTION

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1.1 Background

While the EAC integration has progressed over the years, many stakeholders and the general public have not been as well informed of the significance or implications for them as businesses, organisations or individuals.

As observed by many private and public officials that were interviewed across the region in the course of formulating this document, this lack of awareness has often lead to a mismatch between public expectations and the actual EAC policies and their implementation on the ground.

Many EAC citizens and organisations are yet to fully appreciate the opportunities that EAC integration represents. Effective communication will therefore be critical in managing expectations while fostering the participation of various stakeholders in the integration process. This calls for a clear communication policy and a communication strategy that will keep the various stakeholders well informed about the policies and activities of the East African Community (EAC) and their role in the integration process.

This document outlines both the communication policy and the communication strategy for the EAC. On the one hand the EAC Communication Policy aims at providing the necessary guidelines that will inform the overall direction for the various Organs and Institutions of the EAC in regard to communication. On the other hand, the EAC Communication Strategy seeks to spell out specific activities that the community will undertake to promote awareness and therefore foster broad participation by various stakeholders in the integration process.

The EAC Communication Policy and Strategy was approved by the EAC Council of Ministers at its 23rd Meeting held on 9th September 2011. It's Operational Plan and the related Budget was approved by the Council of Ministers at its 25th Meeting held on 31st August 2012 in Bujumbura, Burundi. At the 25th Meeting, the Council noted that the implementation of the Operational Plan of the Communication Strategy will be done in five financial years and in two phases with effect from 1st July 2013 at an estimated total cost of US$ 15,460,560, which translates into approximately US$ 3,092,113 per financial year. The Council also directed the Secretariat to mobilise resources, where possible, from the Private Sector and Development Partners, among others, to implement the planned activities.

1.2 Rationale and Mandate for The EAC Communication Policy and Strategy

The EAC's vision seeks to attain a prosperous, competitive, secure and politically united East Africa. This calls for a people-centered and private sector lead integration process that will involve various stakeholders across the region. By encouraging broad participation, a clear communication policy and strategy will significantly contribute to fostering progress towards the EAC objectives.

The EAC recognises the need for public private partnerships towards the accomplishment of its mission, namely:

To widen and deepen economic, political, social and cultural integration in order to improve the quality of life of the people of East Africa through increased competitiveness, value added production, trade and investment.

A well-coordinated communication policy and strategy shall be required to inform and guide the participation of various stakeholders in the EAC integration process. Beyond the private sector, such stakeholders including the development partners, non-governmental organisations, women and youth groups will all need to be involved.

In line with its mission, the EAC seeks to attain specific objectives as spelt out in Article 5 of the Treaty for the Establishment of the East African Community, namely:

To develop policies and programmes aimed at widening and deepening co-operation among the Partner States in political, economic, social and cultural fields, research and technology, defence, security and legal and judicial affairs, for their mutual benefit.

In pursuit of the above, the Partner States undertook to establish among themselves, a Customs Union, a Common Market, subsequently a Monetary Union and ultimately a Political Federation in order to strengthen and regulate the industrial, commercial, infrastructural, cultural, social, political and other relations of the Partner States.

A clear communication policy and strategy will get a wider cross-section of the citizens and stakeholders within the community informed of the opportunities

that integration present and the role they can play in the process. This in turn shall contribute to an accelerated, harmonious and balanced development and sustained expansion of economic activities and the equitable sharing of the resultant benefits.

1.3 Mandate for The EAC Communication Policy and Strategy

As outlined in the sub-sections below, the EAC Communication Policy and Strategy draws its mandate from the EAC Treaty, the EAC Development Strategies, the Directives of the EAC Heads of State as well as those of the Council of Ministers

1.3.1 The EAC Treaty as a Guide to Communication Policy

Communication and information is a critical element of the EAC Secretariat's mandate. As spelt out in Article 71 1(f), the Treaty for the Establishment of the East African Community endows the Secretariat with the responsibility of promoting and disseminating information on the Community to the stakeholders, the general public and the international community.

To fulfil this mandate, the EAC Secretariat requires a comprehensive communication policy that will guide all communication activities, both internally and externally. Besides the communication policy, the EAC would need a clear communication strategy for the dissemination of information and integration messages to the citizens and other stakeholders of the community whose support and full participation is very critical in the integration process

1.3.2 The EAC Development Strategies

The EAC Development strategies likewise give impetus to the EAC communication policy and strategy. The Third EAC Development Strategy emphasises the principle of "subsidiarity". This principle lays importance on the participation and involvement of a wide range of stakeholders in the integration process. The strategic intent is to avail opportunity for various actors to influence the regional integration process and highlight sensitivity to the interests of various groups.

To involve key stakeholders in regional integration, it is important that various associations, networks and strategic alliances are reached with messages that foster collaboration and participation to enable them to exchange information and organise their participation in shaping the integration process.

The EAC development strategies are aligned with The EAC Treaty, which recognises the critical role of integrating the key stakeholders. Having a communication policy and strategy in place will ensure that stakeholders such as the civil society, women, youth and the private sector participate in the development agenda of the Community in pursuit of economic opportunities that integration offers.

To this end, the EAC communication policy will be required to guide efforts towards raising public awareness of the EAC and communicating the benefits of integration among key influencers and citizens.

1.3.3 Directives of EAC Heads of State and The Council of Ministers

The Council of Ministers of the East African Community recognises the need to strengthen the capacity of the Communications Office. At its 4th Meeting on 13th September 2002 and the 6th Extraordinary meeting on 7th April 2004, the EAC Council of Ministers resolved to strengthen the capacity and establish effective mechanism for public communications through the dissemination of information about the Community, its programmes and achievements to the peoples of East Africa; and to this extent, allocate adequate resources.

At its 17th meeting held on 27 February 2009, the Council of Ministers directed the Secretariat to undertake a review of the functions of the Information and Public Relation Office (IPRO) with a view to strengthening and re-categorizing it into an Information, Education and Communication office and make the necessary recommendations thereof.

The EAC communication policy shall therefore put in place the necessary mechanism to implement the pronouncements of the Summit and the decisions of the Council of Ministers in line with the EAC Treaty and EAC Development Strategies.

2. SITUATION ANALYSIS AND METHODOLOGY

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2.1 Situation Analysis: The Socio-Economic Climate

East Africa brings together a diversity of people from various ethnic groups, including the Bantus, Nilotes, Hamites and Cushites. While the dominant religions are Christianity and Islam, a number of East Africans belong to other religions including Hinduism and traditional African religions.

With a combined population of 133.5 million, a land area of 1.85 million sq kilometres and a GDP of USD 74.5 billion, The East African Community presents a great market for trade and investment.

All the EAC Partner States have experienced significant economic growth in the period leading to the year 2010. The combined GDP growth for East Africa is expected to rise to 6.7 percent in 2011 compared to 6.2 percent as registered in the previous year.

Agriculture contributes significantly to the region's economy with about 80% of the population relying on it for a livelihood. The sector accounts for about 44% to the GDP in Burundi and Tanzania, 30% in Uganda, 24% in Kenya and 38% in Rwanda. The region's major exports include coffee, tea, cotton, horticulture, fruits and vegetables.

While the services sector has been growing strongly, particularly because of the increase in the tourism, construction, and ICT sectors, the informal sector plays a significant role in all the EAC countries.

Mobile and Internet penetration continues to grow though the region is still far from attaining universal coverage. With more and more citizens especially in the rural areas now able to access mobile services, telecommunication has proved to be a great catalyst for economic development in East Africa.

The landing of the fibre optic cable at the East African coast and its extension into the mainland has had great impact on Internet services. The increased bandwidth availability is expected to drive the cost of Internet bandwidth downwards with time. This presents a great opportunity for efficient communication especially with the youth, as more East Africans get to cross the digital divide.

2.2 Situation Analysis: The Internal Environment

The internal environment refers to the internal communication environment within the EAC as an organisation with its various Organs and Institutions. While the EAC has significantly grown its visibility and recognition across the region, its capacity and ability to handle high profile corporate and brand communications remains significantly limited.

From a human resource and infrastructure perspective, the EAC Secretariat and its other Organs and Institutions are not adequately resourced. This curtails its ability to take advantage of the available opportunities to deliver the EAC messages to key audiences and stakeholders across the region.

From a budgetary perspective, the EAC lacks the capacity to acquire the necessary communication infrastructure and to relay its messages through the available media channels across the region.

Though of recent, the EAC has been fairly visible and its officials vocal in championing the EAC agenda, the EAC secretariat could improve its communication effectiveness if it had a better resourced and professionally managed communication department with the capacity to effectively handle communication for the secretariat while closely coordinating with other Organs and Institutions of the EAC.

2.3 Situation Analysis: Political Dynamics

The East African region has been generally peaceful in the last decade save for isolated incidences. With the return of peace to Northern Uganda, the end of rebel activity in Burundi and the successful resolution of the post-election violence in Kenya, a significant degree of stability has been experienced in the region.

The success of the recent elections in Rwanda, Burundi, Tanzania, Uganda and the peaceful referendum in Kenya signify a high level of democratic maturity within East Africa. However, the political orientation of the EAC Partner States is still internally focused, with citizens anchoring their identity and loyalty to Partner States. In many ways, national interests significantly influence the regional interactions and discourse.

While the presence of strong nation states creates a good starting point for regional integration, it remains a significant impediment to the drive to elevate regional consciousness among EAC citizens.

Though many people appreciate the benefits of integration, a number of stakeholders in the region remain cautious of the potential effect of heightened competition from other Partner States either for business or job opportunities and the loss of sovereignty and national pride.

The EAC recognises the significance of political players within Partner States. On the one hand, leaders at the national levels may negatively influence their constituents' attitudes towards the Community, thereby threatening the integration process, should they be against the policy direction of the EAC. On the other hand, such leaders can be great allies of the EAC if they are made to better understand the goals of the various EAC policies and how they serve their national interests.

Following the coming into force of the EAC Common Market in July 2010, a number of stakeholders expected free movement of goods, people and labour to take effect immediately. This was largely due to lack of appreciation of the legislative processes required within Partner States before the Protocol can take full effect. As a result, there has been significant disappointment and cynicism among stakeholders informed by the view that the pace of integration has been below expectation.

A comprehensive communication policy and strategy, if well implemented could bridge the perception gaps by increasing awareness of the various initiatives carried out by the EAC to fast track integration and address genuine constraints hindering the same.

2.4 Situation Analysis: Potential Collaborators

In its bid to promote regional integration through effective communication, the EAC shares common interest with a number of players in the region. Great impact can be achieved through a collaborative effort between the EAC Secretariat and various players including other Organs and Institutions of the EAC, Partner State governments, private sector corporations, business or professional associations and media

organisations in carrying out its communication activities. The sub sections below outline some of the key players.

2.4.1 Organs and Institutions of the EAC

The EAC Organs and Institutions such as The East African Legislative Assembly, The East African Court of Justice and other EAC Institutions interface in many ways with the public. This presents great opportunity to communicate the policies, programmes and activities of the EAC in a manner that would significantly enhance the visibility for the EAC and explain its benefits to various stakeholders.

In particular, EALA's rotational assembly, usually held in Partner States should be utilised to enhance interaction between the EALA and citizens on the hosting Partner States. In this regard, the EAC Secretariat would encourage members of EALA to actively promote the benefits of integration through radio talk shows and other outreach programmes within Partner States.

In addition, the EAC Secretariat would cooperate with the other EAC Organs and Institutions, to reach out to stakeholders within their specific sectors with relevant messages that explain EAC policies and programmes and promote the benefits of regional integration.

2.4.2 Ministries in the Partner States

Within the Partner State government structures, the EAC Secretariat and other Organs and Institutions collaborates with the EAC Ministries and other implementation Ministries such as Immigration, Customs and Trade to promote awareness among citizens on the benefits and implications of some of the EAC policies and programmes. There is an opportunity to strengthen these collaborative efforts to promote greater awareness of the EAC and its activities

2.4.3 Private Corporations

As a fraternity, the private sector has excelled in both corporate and brand communications. Through their corporate social responsibility programmes, a number of the companies are currently contributing to integration by creating opportunities for EAC

citizens to interact with each other and work together. Examples here include:

Tusker Project Fame
The regional music talent competition that brings together contestants from all the EAC Partner States and is sponsored and organised by East African Breweries Limited.

The Tegla Lerupe Peace Run
A half marathon event launched in 2010 that brings together the Pokot of Kenya and the Karamojong of Uganda to run alongside each for prises. The initiative was sponsored by Kenya Airways and organised by the Tegla Lerupe Peace Foundation.

The Zain (Airtel) Challenge
An interuniversity intellectual contest originally bringing together a number of universities from the EAC Partner States but has since been expanded to span the continent. The initiative was organised and sponsored by Zain, the mobile network currently operating under the Airtel brand.

2.4.4 Business and Professional Associations

Business and professional associations including the East African Business Council, The East African Law Society, East African Jua Kali Association and other organisations such as East African Local Government Association with membership spread across the region are potential partners of the EAC in carrying out collaborative communication. Within Partner States, organisations such as the National Chambers of Commerce are well placed to disseminate the relevant information on EAC integration to their members

2.4.5 The EAC Development Partners

The development agencies operating within the region have over the years established significant credibility and now command respect among East African citizens. This makes their opinions on major issues carry weight with both the international community and local citizens within the EAC Partner States.

Besides, the development agencies fund and often directly operate a number of initiatives at the grass roots. This makes them a potential partner for the EAC for communication targeting the local communities within Partner States.

2.4.6 The EAC Embassies abroad

The EAC embassies abroad present a significant gateway to the EAC citizens in the diaspora and the international community abroad. Through these embassies, the EAC can maintain visibility in foreign countries with which it may need to foster strategic partnerships to promote development projects within the region.

2.4.7 The Media

While the East Africa region has a vibrant media fraternity, many of the media companies operate within Partner States and not as regional players. Though regional media channels continue to emerge, the strong players are still limited to a few publications such as The East African, East African Business Week and two TV stations, namely East African TV and ITV. The relative dominance of national media calls for a partnership program that will place the national media channels at the center of the EAC communication strategy

2.5 Methodology

The Treaty Establishing the EAC, the EAC Development Strategies and the current socio-economic and political dynamics in the region, have informed the EAC communication policy and strategy as here in spelt out. Besides, the directives of the EAC Summit and the Council of Ministers guided the communication policy and strategy.

For maximum relevance, the development of the EAC communication policy and strategy was based on views collected and collated during the stakeholder consultations undertaken across all Partner States of the EAC, including the following:

• EAC Ministries (Tanzania, Kenya, Uganda, Burundi and Rwanda)
• Private sector representatives
• Media leaders and senior management
• Artistes and cultural groups
• EAC Organs
• Selected EAC Institutions
• Border communities including pastoral groups and business people
• Other government officials including immigrations and customs personnel

To capture core elements of the stakeholder views, the non-structured in-depth interview technique was used. This method was most ideal given the nature of some of the target respondents who maintain busy schedules and are therefore not easy to gather in sufficient numbers for focus group discussions.

Because of the broad nature of the issues that effect communication and the likely variation of experiences among the various stakeholders interviewed, the non-structured interview technique was chosen over the structured technique. This allowed unrestricted explorations of all views shared by the respondents during the interviews.

To build on global best practice, the EAC communication policy and strategy was likewise informed by international benchmarks on the development and implementation of communication policy and strategy. As part of this, communication policy and strategies of the following institutions were benchmarked:

- The Alberta Government – Canada
- The Caribbean Community – CARICOM, and
- The EU Action Plan – European Union

The cases benchmarked provide relevant learning that was taken into consideration when developing the EAC's communication policy and strategy. From the lessons learnt, the following elements stood out:

- **Engaging the Masses**
  For a progressive integration process aimed at a Customs Union, Common Market, Monetary Union and ultimately a Political Federation, the success of regional communication will be measured by how it connects with the masses. To this end, both the EAC communication policy and strategy shall seek to engage the general public with relevant messages cognizant of their perceptions, cultures and aspirations.

- **Coordination across different Institutions**
  For a regional body with multiple Institutions, communication should be broad-based if it is to be more effective. This shall require the involvement of all the EAC Organs and Institutions in a coordinated manner to ensure that the organisation not only gains greater visibility but also speaks as one.

- **Focus on Benefits**
  Effective communication especially with the ordinary citizens calls for a deliberate focus on communicating the benefits arising from the EAC policies and programmes as opposed technical details of the said policies and programmes. The EAC should seek to package its messages in layman's language that is simplified for easy consumption by various target groups.

- **Need to Prioritise**
  For greater efficiency and effectiveness, EAC will need to prioritise the messages that communication aught to deliver. Bearing in mind the limitation on resources and capacity, the EAC policy and communication strategy shall seek high impact channels and opportunities for maximum visibility.

- **Better Communications Mix**
  Both message content and choice of communication channel shall focus on connecting with the target segment. Unlike generic communication, targeted communication campaigns shall be useful not only in informing but also in building relationships with the various stakeholder groups and the general public.

- **Competence and Capacity Building**
  Communication is both a science and an art that needs the right specialists and significant resources to effectively deliver the desired results. To be effective, the communication function of the EAC shall need the right mix of skills and tools in the form of people, infrastructure, systems and processes.

3. TARGET AUDIENCE AND STAKEHOLDER ANALYSIS

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3.1 Target Audience and Stakeholders for EAC Communication

The EAC has multiple nationalities and languages with citizens at various levels of education and exposure. Under this circumstance, effective communication calls for appropriate audience segmentation and targeting.

For the purpose of the communication policy and strategy, three broad segments have been identified, namely: Internal audiences, external audiences and the media as a special group. Within each of these segments, there are sub-segments with peculiar attitudes, perception information needs in so as EAC integrations is concerned.

Being a continuous exercise, audience segmentation and profiling would require periodic research to examine potential shifts in attitudes and mind sets of the target audiences and how they would relate to the intended communication messages.

3.2 Internal Audiences

The internal audiences for the EAC encompass all EAC Organs and Institutions, both at the regional and national level. To name a few, these include:

- EAC Secretariat
- The EAC Summit
- East African Legislative Assembly
- East African Court of Justice
- East African Development Bank
- Lake Victoria Basin Commission
- Inter-University Council of East Africa
- Lake Victoria Fisheries Organization

Besides the above organisations, the Ministries of EAC Affairs in their Partner States form a special internal audience group. By its very nature, EAC formulates policies but depends on the Partner States for their implementation.

Role in Integration
The Ministries of East African Community play a significant role in coordinating the implementation of EAC policies and programmes within the Partner States.

Concerns and Information Needs
The main issues and concerns of the Ministries of EAC affairs is prompt access to information on EAC policies, programmes and activities. Besides, The Ministries of EAC would need close coordination with the EAC Secretariat and support from their governments to build the capacity they need for efficient coordination of EAC policies and programmes within Partner States. Their information needs include regular updates on policy, programmes, activities and pronouncements of the EAC and its various Organs.

For organisational effectiveness, the internal audiences will need to obtain the information they require to carry out their mandate. Among others, these may include:

- Policies that affect their work
- EAC programmes whose implementation require their cooperation
- Research findings and feedback on public perceptions of their work
- The overall strategic direction of the EAC and implementation of the same
- The available tools for them to channel their own communication messages to the stakeholders they serve and feedback to the EAC Secretariat
- Milestones achieved and the related benefits accrued from the integration process

3.3 External Audiences

The external audiences include both public and private sector organisations on the one hand and individual citizens in their various groupings on the other. There would be overlaps between target audiences depending on the communication in question.

While some communications will need to be directed at organisations, the recipients in the various organisations will equally need to be targeted as individuals. Decision makers in organisations often have personal views that may vary from the official policies of the organisations they represent. The EAC will need to influence their individual perceptions in order to gain their cooperation and support for the integration policies and programmes.

A further segmentation of the external audiences is therefore necessary to identify and address the peculiarities and communication needs that may vary between organisations and individuals or groups.

3.3.1 External Audiences as Organisations

As organisations, the external audiences shall be segmented into broad categories as follows:

Government Ministries and Institutions
Though the Ministries of EAC Affairs take the lead in championing the implementation of EAC policies within member countries, they may only influence but not directly control other ministries and government institutions. The various departments and Institutions within Partner States are therefore a critical target audience for EAC communications.

Role in Integration
The ministerial officials of technocrats in Partner States are well placed to contribute to sector specific policy and program formulation and implementation. If effectively communicated to, they would be able to support EAC programmes and projects and align policies at the national level with the regional ones.

Expectations and Communication Needs
Foremost, government departments and Institutions within Partner States will expect to be consulted on EAC policies and programmes that affect them. Their main concern in regard to EAC policies are centred on the need for alignment between the statutes and policies of the Partner States and those of the EAC.

The communication they need include benefits of EAC programmes and protocols in furthering their ministerial goals and how they can implement these within the existing statutes at the national level. Besides, they will need to be well informed about future plans of the EAC and how they can be able to align their programmes accordingly.

Private Enterprises
The private sector is fairly broad with players of various categories and sizes. This audience group may be segmented on the basis of size and type of business. In general, medium and large corporations have greater resources and technical competence to explore opportunities that EAC integration present.

Role in Integration
In keeping with the EAC ideal of a people centred and business lead integration, the private sector and its various associations have a critical role to play in the integration process. Besides their role as investors, they are in a position to sponsor initiatives and activities that will foster EAC integration

Expectations and communication needs
The issues that concern the private sector players center around business opportunities and risks that EAC integration hold. While many are aware of the advantages that EAC may deliver, there is a general uncertainty as to how to convert the promise into tangible commercial value.

The private enterprises would need more information on the benefits and implications of the various EAC protocols, policies and programmes. They would most be interested in knowing the opportunities that integration provides and the statutory requirements that they need to comply with.

Business and Professional Associations
These include East African Business Council (EABC), the East African Law Society (EALS), the East Africa Farmers Federation, and The East Africa Local Government Association, among others. The business and professional associations provide an opportunity to reach groups of like-minded individuals through their official and informal communication networks.

Role in Integration
The business and professional associations aggregate relevant information on the EAC policies and programmes and interpret the same for their members. They facilitate cross-boarder interactions and business exchanges among their members. The EAC recognises that there is a great opportunity to work closely with the business and professional associations so as to gain broad acceptance of its policies and programmes.

Expectations and Communication Needs
Largely inwardly focused within the confines of Partner States, a number of the professional associations do not appear to have coordinated views of the EAC and its activities. Their views of the EAC are predominantly guided by individual perceptions of members drawn from the editorial content in the mass media.

Though such perceptions of the professional and business associations about the EAC vary from between Partner States, they largely revolve around perceived opportunities and perceived risks.

While the opportunities and how to convert them still remain unclear to them, many business and professional associations within Partner States seem wary of the threats of heightened competition. Such associations would need to be informed of the real advantages of integration and reassured to

allay their fears of the risk of potential dominance by enterprises from stronger economies within the region.

These associations and their members will need clear communication on the benefits of EAC policies and programmes. EAC communication will therefore need to go beyond detailing the integration initiatives and instead focus on the benefits arising from the initiatives. In addition, the enterprises that appreciate the potential and are actively seeking the opportunities that integration provides will need to be reassured of fair regulatory policies within host Partner States.

Youth Organisations
These includes youth groups operating both at the regional and national levels such as the East African Youth Forum and the African Youth Trust and its chapters within Partner States. Besides, a number of youth groups exist in colleges and universities and at the local community level.

Ranging from commercially oriented youth groups to religious and cultural ones, the youth groups variably seek opportunities for holistic development of their members.

Role in Integration
The youth are at an impressionable age during which they are relatively more open minded. Their participation in regional forums such as sports, cultural exchanges and active pursuit of opportunities created by integration would significantly elevate their consciousness as citizens of East Africa. This would in turn convert them into great ambassadors for regional integration.

Expectations and Communication Needs
While the youth are more open minded and eager to pursue the opportunities created by the integration process, many of them still view the EAC as an organisation for government officials that has little connection with them. They would like to see more youth programmes being incorporated into the overall agenda for EAC integration.

Besides, the youth would need readily accessible information on the available opportunities at the regional level. Such information should preferably be delivered in a youth oriented way.

The youth are generally susceptible to hype or propaganda and may easily be swayed against the EAC, should their leaders bear negative sentiments about integration. They would need youth ambassadors who understand and can connect with them to deliver relevant messages on EAC integration in a way that the youth can easily relate to.

Development Partners
The EAC has benefited from technical and financial assistance from a large number of international aid and development agencies, including the World Bank, European Union, DFID, GIZ, European Investment Bank, African Development Bank, Swedish International Development Co-operation Agency (SIDA), among others.

Role in Integration
The development partners are key to the development of capital-intensive projects such as the regional road and rail network. In working with the development partners, the EAC would be able to exploit various areas of cooperation for mutual benefit.

Expectations and Communication Needs
The development partners are keen on fostering a genuine partnership based on certainty and mutual interest. They see EAC integration, as a great opportunity to implement large-scale projects that none of the Partner State economies may be able to support separately.

While the pace of integration within the region so far impresses the development partners, they still need to be reassured that the region will remain stable. Such development partners will be eager to know of the economic prospects within the region and the sustenance of good governance within Partner States and in their dealings with each other. In addition, they would need information on the high potential projects, specific EAC programmes and planned initiatives that they can participate in.

Civil Society Organisations
The civil society organisations within Partner States and across the region champion various interests of East African citizens. In line with the EAC Treaty, the civil society organisations represent an important segment that EAC communication policy and strategy will need to take into consideration.

Role in Integration
The civil society organisations have the resources and orientation to actively participate in policy advocacy. If appropriately engaged, they are well placed to participate and support the sensitisation of EAC citizens on the benefits of integration.

Expectations and Communication Needs
Civil society organisations expect the EAC to facilitate their full participation in regional integration matters, more so in regard to the policies and programmes of the EAC.

They would therefore need information on EAC protocols, policies and programmes from the planning to the implementation stage. For the effective management of their own programmes, they will need access to research data available at the EAC and regular updates on any new developments that may affect them as a result of the integration process.

East Africans in the Diaspora
Many East Africans in the Diaspora maintain strong ties with their home countries. They will be keen on getting involved in the EAC integration process, should there be attractive opportunities for them.

Role in Integration
The East Africans living and working abroad are actively involved in the economic development of their home countries. This is evident in the increasing volumes of remittances from the diaspora that go towards investment in various sectors in the Partner States.

As part of the integration process, East Africans in the Diaspora can play a significant role in funding cross-boarder investments. Besides, through their various associations such as UNAA (Uganda North America Association), East Africans living abroad are well placed to enhance visibility of the EAC integration process in their host countries.

Expectations and Communication Needs
East Africans in the Diaspora would like issues specific to their circumstances such as dual citizenship and freedom of movement for them within the EAC to be incorporated into the EAC programmes.

They would need information on the investment opportunities available at the regional level that some of the various Partner States may not provide separately.

EAC citizens in the diaspora would likewise need easily accessible information and regular updates on the integration process back home and the emerging opportunities across sectors including, education, tourism, telecommunication, and agriculture among others.

3.3.2 External Audiences as Individuals: The General Public

At the individual level, the external audiences that constitute the general public shall be segmented and communicated to in a number of ways.

Segmenting the General Public
The following segmentation models shall be useful in developing targeted communication for the general public within the EAC:

Demographic Segments
To be effective, EAC communication will take into consideration influence of age, gender, education, income and location (urban or rural, inland or border communities) on the perceptions and communication needs of the various audiences.

East African citizens are still largely located in the rural areas. Across all Partner States, less than 30 (thirty) percent of the population live in urban areas. This limits access to certain communication media channels such as TV due to lack of power supply and the inability to afford the TV sets.

While the urban areas have access to almost all the media channels, radio has greater reach in the rural areas. Mobile penetration levels among less income groups both in the urban and rural areas are likewise high. It has however been noted that even in urban areas, availability of certain media channels does not automatically lead to their usage by the urban dwellers.

For instance, the significant majority of the low-income households living in slam areas often lack access to TV and Internet services. While radio ownership may be high (including FM enabled mobile phones), the nature of their work often inhibit radio listenership during the day.

Though demographic segmentation provides a good basis for targeted communication, attitudes and behaviour may vary even among individuals of the same demographic profile. For example, two professionals of the same schooling, income and residential location may have sharply varying attitudes towards the EAC and integration in general. Demographic segmentation shall therefore be complemented with psychographic segmentation.

Psychographic Segmentation
The attitudes and lifestyles of the target audience will equally shape their perceptions and responsiveness to communication. To complement demographic segmentation, EAC communication shall apply psychographic segmentation as it is more predictive of attitudes and behaviour. Some aspects of psychographic segments shall include liberal, conservative, traditional or progressive.

While the liberal and progressive groups might readily embrace regional integration, the conservative and traditional individuals are likely to be wary of and hesitant in their involvement with EAC initiatives.

In general, the East African citizens are cognizant of the opportunities that EAC integration promises and are generally supportive of integration. Many are however, uncertain of the actual benefits integration offers especially in regard to freedom of movement for people and labour.

Generational Cohorts
Audiences of different generations are likely to have varying attitudes and behaviour. Among the East African citizens, the "Uhuru" generation who were born and grew up during the post independence period got to witness the original East African Community before its collapse in 1977. To a certain degree, stakeholders in this age bracket harbour pessimistic attitudes towards integration.

On the other hand, the post '77 generation (i.e. those who were born after the collapse of the original EAC) has little recollection of the disappointment that came with the collapse of the original EAC.

They are therefore relatively more open-minded in regard to regional integration. Where they harbour doubts, it has largely been as a result of their high expectations in regard to free movement of people, goods and labour that have not been fully met.

To address the mismatch between expectations and the actual plans and continued implementation of the integration process, EAC citizens would need clear communication on the legislative processes required at the national levels to actualise regional projects and programmes. Besides, they will need regular updates on the progress achieved so far in such programmes.

While each of the segmentation models has its merits, it is often prudent to consider a combination of two or all three of them. The above are broad indicators of the possible audience profiles of EAC citizens. In all its communication activities, the EAC shall target specific segments with tailored messages that address their unique concerns.

Segment Targeting: The General Public
For the EAC citizens to fully embrace regional integration, a degree of change in attitude and behaviour would be required. Communication will be effective if initially targeted at segments that are easy to reach and are more receptive to meaningful change. Such groups are likely to be the pioneers and opinion leaders who would later influence the mass segments towards embracing EAC integration.

As the diagram below indicates, the general public may be mapped in a quadrant depending on their receptiveness to change and where they are located, whether urban or rural.

Segment Targeting: The General Public
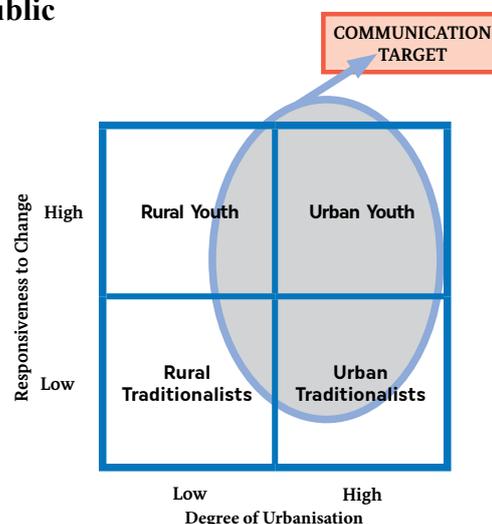
The urban youth who are more attuned to cosmopolitan cultures will likely embrace integration more easily than their rural counterparts or the older urban dwellers (urban traditionalists). Besides, the rural cultures are increasingly influenced by the urban trends. While most young people in the countryside aspire to migrate to the urban areas, their older counterparts likewise seek modernity even as they cherish tradition.

For the fact that they are easily reachable through the mass media and will likely embrace integration messages, EAC communication shall prioritise the youth in general while targeting other urban residents as well.

Role in Integration
In line with the ideal of a people-centered integration, the EAC policies and programmes are generally broad based and in many ways affect the general public. The socio-economic and political dynamics within Partner States are therefore critical to the success of EAC policies and programmes. Public opinion will significantly influence the success or failure of EAC programmes.

Where the general public embraces integration, political leaders will find it easier to work with the EAC in implementing regional programmes within Partner States. EAC communication shall create awareness and cultivate goodwill among the general public both in the urban and rural areas.

Expectations and Communication Needs
The general population in East Africa have high hopes that integration will open doors through education, employment, business and economic prosperity for them. A majority of them however do not fully understand how exactly to engage in the integration process.

While they expect to be able to move freely across Partner States, following the coming into effect of the Common Market Protocol, many who have had the experience of cross-border travel have found the reality to be below their expectation. On the other hand, a majority of EAC citizens have not had a chance to travel to other Partner States and therefore mainly view integration as a threat due to anticipated competition by foreigners for the already limited resources.

EAC citizens would therefore need clear communication on the various opportunities available at the regional level. They would likewise need to be informed of what is required of them if they are to access the cross-border benefits that are available within the EAC.

Most importantly, EAC communication shall reassure residents in Partner States that integration would not reduce but rather add to their wellbeing as a result of the overall prosperity that it will unlock. While they would need information on the various EAC programmes, such communication shall be centred on the benefits and not the technical details of the said policies and programmes.

4. THE EAC COMMUNICATION POLICY

4. THE EAC COMMUNICATION POLICY

4.1 Scope of The EAC Communication Policy

The EAC communication policy will be informed by the objectives of the EAC. Specifically, the EAC aims at widening and deepening co-operation among the Partner States in, among others, political, economic and social fields for their mutual benefit. To this extent the EAC countries established a Customs Union in 2005 and a Common Market in 2010. The EAC Partner States are subsequently working towards a Monetary Union by 2012 and ultimately a Political Federation of the East African States.

The EAC communication policy provides guidelines for the communication activities of the Community that shall be carried out under the coordination of the EAC secretariat in collaboration with the other Organs and Institutions of the Community.

Despite their autonomy as organisations, the activities of the various Organs and Institutions of the EAC need to be communicated to EAC citizens and stakeholders in a coherent way. The communication policy therefore offers guidelines for both internal and external communications within the community.

As part of the guidelines, the EAC communication policy will serve as a reference point in regard to the role of the various offices of the EAC in the communicating the official positions of the EAC on various issues that may be of interest to the public. Of significance, the policy outlines the significance of the media and modalities for the EAC's engagement and interactions with the media.

4.2 Overall Objective of The EAC Communication Policy

The role of communication within the EAC is to enhance widespread awareness as a means of cultivating the goodwill of EAC citizens towards regional integration. This requires efficient and effective information exchange between EAC Organs and Institutions and the dissemination of the same to the general public so as to enable various stakeholders play their role towards the fulfilment of the aims and objectives of the EAC.

The overall objective of the EAC communication policy is therefore to provide a framework within which the various the communication activities of the EAC secretariat and the various Organs and Institutions of the EAC shall be undertaken.

4.3 Specific Objectives of The EAC Communication Policy

To attain the ideal of people centred and business led integration, the EAC communication policy shall specifically seek to address issues and pursue objectives that are critical to the integration process as follows:

Objective 1
To effectively coordinate the flow of information between the EAC Organs and Institutions

Policy Statement
Well coordinated internal communication shall be encouraged as a way of aligning priorities and leveraging synergies between the EAC Organs and Institutions. The EAC Secretariat shall carry out regular internal briefings during which information including, guidelines on logos, events, new messages and any other new developments shall be communicated to Institutions and Organs including the EAC Ministries at least once a month and whenever new developments occur.

Objective 2
Understand and respond to the aspirations and needs of EAC citizens and stakeholders

Policy Statement
The EAC shall seek to understand and promptly respond to the concerns and expectations of the EAC citizens and the stakeholders of the Community. To this end, the EAC shall put the necessary systems and processes in place to obtain and act on feedback from various stakeholders of the EAC.

Objective 3
To deliver clear and consistent communication and to speak with one voice when addressing external audiences

Policy Statement
The EAC Organs and Institutions shall communicate as one with consistent messages on what integration holds for the EAC stakeholders and citizens. The EAC Secretariat shall work with other EAC Organs and Institutions to deliver a coherent message to the various stakeholders through aligned communication activities and programmes.

To this end, the Secretary General shall remain the official spokesperson of the EAC. However, the other EAC Organs and Institutions may from time

to time make public statements in regard to their Organs and Institutions.

Where necessary, EAC Organs and Institutions shall be encouraged to establish their own internal and external communications functions with designated spokespersons that shall work in coordination with the EAC Secretariat. All communications with the media and other external parties on behalf of the EAC or within the Organs or Institutions of the EAC shall be handled by the official spokesperson. At his or her discretion, the official spokesperson may however delegate this role to a suitable official of the EAC.

Objective 4
To ensure that citizens within Partner States understand and appreciate the EAC programmes and that they are aware of how they may participate and derive the benefits

Policy Statement
All EAC communication should be guided by the need for accuracy, clarity, simplicity and user-friendliness. The EAC shall keep its stakeholders informed of the opportunities and undertakings of the EAC integration process. The ultimate goal of EAC communication will be to elevate the appreciation and facilitate the participation of various stakeholders in fostering unity so as to attain EAC objectives.

Besides providing information, the EAC communication will endeavour to connect with the target audiences within member sates. Where necessary, EAC communication should be delivered in local languages other than Kiswahili and English. Message delivery shall likewise be aligned to unique cultures within Partner States

Objective 5
To maintain positive media visibility and ensure a good relationship with the media fraternity as a strategic partner for communication

Policy Statement
The EAC shall give regular media briefings, at least once a month. Besides the monthly briefing, other ad-hoc briefings will be given whenever necessary. The official spokesperson or his/her delegatee shall do the press briefing.

In addition, the EAC shall encourage well-timed and coordinated media appearances by both the designated spokespersons from the Secretariat and other Organs and Institutions of the EAC to tackle stakeholder concerns and update key audiences on the achievements, general direction and priorities of the EAC

Objective 6
To maintain a comprehensive record of historical information on the EAC and ability to publish relevant documents for dissemination across the region

Policy Statement
The EAC shall set an information bank to maintain a database of past EAC records and information that may be required from time to time. The information database shall be both in electronic and physical format. To this end, the EAC shall set up a data center (information bank) that will be physically and virtually accessible to stakeholders within the region and around the world. Besides, the EAC shall set up and maintain a publishing center to ensure cost-effective production of relevant publications for the EAC.

Objective 7
To establish a language standard for all EAC communications

Policy Statement
Official documents of the EAC shall be published in its official languages of the Community, namely English and Kiswahili. However, to effectively connect with its target audiences, especially in Burundi and Rwanda, the EAC shall endeavour to translate its communication into French.
The EAC Ministries within Partner States and collaborators shall of necessity be encouraged to communicate to in-country audiences in the local languages as the situation may demand and relevant, interpret the messages in the local "speak" (or slung) of the target audience. EAC communication shall seek to as much as possible deliver targeted messages to audiences in their own language and cultural context.

Objective 8
To ensure efficient use of the available resources and maximise impact of communication activities

Policy Statement
The EAC shall pursue innovative ways of delivering its communication messages using the available resources and through partnership that will leverage the strengths of key collaborators. In addition, the

EAC shall collaborate with external organisations such as private enterprises, the civil society, and development agencies, among others to enhance its communication resource pool and ability to deliver messages to various audience groups.

Objective 9
To ensure that all EAC communication activities and programmes are delivering the intended results in a measurable manner

Policy Statement
The EAC shall monitor and review communication activities on a regular basis to ensure achievement of intended goals and to change course whenever necessary.

Objective 10
To maintain strong identity for the community and ensure consistent use of the identity symbols of the EAC
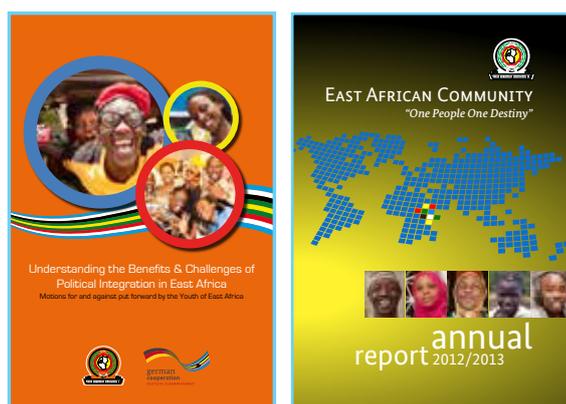
Policy Statement
The EAC shall develop a common brand identity in consultation with EAC Ministries. Consequently, all officers across the EAC shall apply a standard brand identity in their communications in accordance with the EAC Emblems Act. The EAC identity symbols shall include the following:

a. The EAC Flag with the EAC colours including
  - Blue
    Which signifies Lake Victoria, a symbol of unity of the EAC Partner States

- White, Black, Green Yellow and Red
  Which represent the different flags of the EAC Partner States

- Handshake
  Which signifies "the Community", and

- Logo at the Center
  Which is the EAC emblem

b. The EAC Logo
The EAC logo consists of a map of the five Partner States with Lake Victoria prominently set in a circle bordered by an industrial wheel. On both sides of the industrial wheel are two arches of leaves ending with the letter EAC at the top and a handshake at the bottom. The lower part of the circle rests on a framework with the words Jumuiya-ya Afrika Mashariki inscribed in black at the bottom.

c. The EAC Tag Line
The EAC shall encourage the use of its tag-line; "One people. One destiny" in all its communications as a rallying call to target audiences and a reminder of the EAC vision.

d. The EAC Anthem
The EAC anthem shall be used in all Partner States and at official EAC functions.

To ensure consistency, the use and application of EAC's brand identity elements shall be under the supervision of designated communication officers across EAC Institutions. The EAC shall from time to time review the potency of its identity elements and update them whenever necessary to ensure that they are in tune with the times and lifestyles of the EAC citizens and are symbolic of what the EAC stands for.

In general, the EAC communication policy rests on the conviction that success depends on more communication, not less, and that the EAC is best served by opening more and better channels for the exchange of information and ideas with its key partners and audiences.

5. THE EAC COMMUNICATION STRATEGY

5. THE EAC COMMUNICATION STRATEGY

5.1 Scope of The EAC Communication Strategy

The EAC communication strategy will focus on providing direction for the communication activities of the Community. The strategy spells out a number of activities aimed at achieving the communication goals at three levels, namely; the strategy level, the tactical level and the implementation level.

The strategic level prescribes broad actions for each strategic communication goal for the EAC. The tactical level outlines the various audience messages and delivery channels that the EAC communication should exploit to deliver integration messages to various stakeholders. The implementation level however outlines the specific measures that the EAC should take to effectively implement the EAC communication strategy.

Given the dynamic nature of the communication environment, the scope of EAC communication strategy does not include operational details such as the scheduling and budgeting for the communication activities. This is informed by the realization that the coverage and reach of the available media channels may vary within a fairly short duration of time thereby rendering detailed media scheduling and budgeting inappropriate.

It will therefore be important for the EAC communication team to internalise the overall direction as here in outlined and develop the necessary instruments to execute and implement the EAC communication strategy. Among others, such instruments should include;

• A communication style guide and manual
• A media relations protocol
• Ongoing communication messages for various stakeholders
• Annual activity calendar for stakeholder engagement

5.2 Overall Objective of The EAC Communication Strategy

The EAC communication strategy aims to realise the EAC objectives and the vision of "One people, One destiny". To this end, the EAC communication strategy will seek to elevate the public consciousness among EAC citizens with a view of getting them to view EAC as a means to their prosperity. The communication strategy will therefore aim to create awareness among stakeholders and key audiences on the benefits of the integration process and the role they can play in it.

The EAC communication strategy takes into consideration the prevailing circumstances in its internal and external environment. It therefore seeks to align audience messages to the peculiarities within Partner States, across the region and those external to the region.

5.3 Specific Objectives of The EAC Communication Strategy

To attain its goal, the EAC communication strategy shall seek to achieve the communication goals outlined below:

Objective 1
Enhance the Corporate Image of the EAC
The credibility, reputation and image of EAC will determine its effectiveness in fostering regional integration. The communication strategy shall seek to maintain a high degree of respect for the EAC and its initiatives. The communication strategy shall therefore seek to establish a framework for the management of the EAC as a brand. Consequently, the EAC will treat its stakeholders as customers and maintain a relationship of trust with them.

Objective 2
Inform Key Stakeholders of the EAC Policies and Programs
Lack of accurate information creates room for speculation. The EAC communication strategy will seek to avail information in a palatable and easily accessible way to various audiences across the region

Objective 3
Gain the Support of Key Stakeholders for the EAC Initiatives
The attainment of the EAC objectives as outlined in the Treaty and the EAC Development Strategies shall require the support of all key stakeholders. The EAC communication strategy shall seek to mobilise the support of such stakeholders.

Objective 4
Facilitate Cross-Border Interaction between EAC Citizens
Regional integration will ultimately be made

possible if more of the EAC citizens get to interact with each other across Partner States. The EAC communication strategy will therefore seek to promote cross-boarder interactions between EAC citizens.

Objective 5
Engage Special Groups in EAC Activities
The Youth and Women are a critical segment and stakeholders in the integration process. Unlike the businesspersons and enterprises, these groups need special consideration and mechanisms that allow them to express themselves and actively participate in the integration process.

Objective 6
Generate Goodwill and Public Support for EAC Policies and Programs
In a bid to foster a people-centered integration, the EAC communication strategy shall seek the goodwill and support of the East Africa citizens towards the policies and programmes of the Community.

Objective 7
Enhance and promote Tourism and Investments into the East African Community
The EAC hosts some of the most spectacular tourism sites in Africa. Besides, the EAC is endowed with enormous natural resources including diamond, gold, copper, nickel, oil and gas that may be exploited through investments.

While the growing pace of urbanization calls for low cost housing, medical and education facilities, the growing cross border trade will require improved regional transport network across land, air and water. All these present great investment opportunities for the both the short and long term period.

The communication strategy will seek to provide a framework for developing and delivering information to the relevant stakeholders on the investment opportunities available within the region.

5.4 Strategies Towards The EAC Communication Goals

The need to foster economic integration shall underpin EAC communication. The strategy shall however take into consideration the fact that culture, social, political and other real life factors play a strong part in enabling or inhibiting integration.

The EAC communication strategy shall focus on addressing the specific communication objectives through the activities and initiatives outlined below:

5.4.1 Enhancing the Brand Image for the EAC

Over and above the dissemination of information, brand identity is as critical in fostering effective communication. The stature and perception of the EAC as a brand would determine the its credibility in the eye of EAC citizens and the various stakeholders in the region.

To connect with the increasingly brand oriented population in the region, the EAC should seek to capture the imagination of and appeal to the EAC citizens, many of whom are youthful and exposed to high standards of communication as championed by the private enterprises. To this end, the EAC shall apply the 4-A model as an image management tool for enhancing the affinity of various audiences to the EAC.

Using the 4-A model, the EAC shall be able to assess the sentiments of EAC stakeholders in regard to the integration process. Such stakeholders shall be categorised as Adorers, Acceptors, Available or Rejecters depending on a various measures including:

• Their satisfaction with the integration process
• Their willingness to participate in the integration process in one form or another
• Their support for the continued involvement of their country in the EAC
• Their willingness to interact with citizens from other Partner States

To guide communication, the EAC shall conduct periodic research surveys to ascertain and address perception gaps among its citizens so as to enhance their affinity towards the EAC. Through research surveys, the EAC shall be able to place its stakeholders into the four categories according to their score on the various elements as below:

Adorers
Those who record high scores on all of the key measures

Accepters
Those who record high scores in most of the key measures

Available
Those who record high scores half or a few of the key measures

Rejecters
Those who score high on none of the key measures

While there are a number of approaches to customer or brand research, the EAC recognises the need for specialised expertise in conducting the surveys. To this end, the EAC shall obtain the services of a professional research firm to carry out the survey.

The research feedback shall be used to review the communication activities and where appropriate, changes recommended with a view to grow the proportion of adorers and reduce the proportion of rejecters.

The EAC shall seek to position itself as the driver of regional prosperity in the minds and perception of its key stakeholders and the general public. In this regard, EAC communication shall promote awareness of its major achievements and milestones attained in social, political and economic spheres of the integration process.

In addition, the EAC shall ensure consistent application of its identity symbols, including logo and colours so as to re-enforce their familiarity in the minds of the key audiences. Besides, the EAC shall periodically review and enhance its identity symbols to enhance their visual appeal.

5.4.2 Inform Key Stakeholders of the EAC Policies and Programs

The EAC communication strategy will seek to inform key stakeholders of the EAC policies and programmes to encourage their participation in the integration process. To ensure efficiency and effectiveness, the following factors shall guide EAC's information dissemination activities:

Segment Specific Communication
The EAC communication strategy shall prioritise key stakeholders or influencers and specific segments within the general public. The strategy will seek to maximise impact of communication by aligning messages to selected target audiences.

To this end, technical jargon will be limited to communications targeted at expert audiences, technocrats and other professionals. Messages targeted at the general public shall be simplified and delivered in the "speak" or linguistic styles of the target audience. Besides, communication to the general public shall highlight the benefits as opposed to the technical details of the relevant policies and programmes.

Information Dissemination
The EAC communication strategy shall as much as possible seek to avail information to key stakeholders and the general public in a manner that is easily accessible and user-friendly.

In this regard, the EAC shall use both direct channels such as own web site and indirect channels such as the mass media and partner's websites to disseminate relevant messages to different target audiences as may be necessary.

Different categories of information and messages shall however be delivered through the media channels most consumed by the audience in question. In recognition of the high and growing usage of mobile phones across the region, the EAC shall exploit mobile SMS as a direct communication channel.

Engaging the Editorial Media
The editorial media otherwise referred to us non-paid for media or PR media channel is a highly credible platform for mass communication. Across all channels, audiences readily believe messages that they receive from the non-paid for channels than those that are carried in paid-for advertisements

The East African region however offers limited options in regard to regional media. Currently, only three media houses that offer a regional format have significant audiences. These include The East African, East African TV and the East African Business Week. Though the two newspapers significantly focus on information, the other is largely an entertainment oriented TV channel.

While the local media in Partner States are more vibrant, most of them are yet to embrace the integration process as a source of newsworthy information. The EAC communication strategy shall engage the national media houses in developing and championing a regional agenda as part of their regular content. To this end, the EAC shall promote capacity building for journalists across the region with a view to enhance their knowledge and ability to effectively educate the public on regional integration issues.

5.4.3 Gain the Support of Key Stakeholders for the EAC Initiatives

The EAC communication shall seek to elevate the priority accorded to regional projects and programmes within national development policies and programmes of the Partner States. Specifically, the EAC shall use mass media communication and direct contact to rally support for EAC regional policies, projects and programmes in the Partner States.

To achieve this, the EAC communication strategy shall seek to strengthen the communication capacity across the various Organs and Institutions of the EAC. Besides, the EAC communication strategy shall encourage and actively promote conferences and frequent interaction with key stakeholders in the private sector, NGOs and Partner State governments.

5.4.4 Facilitate Cross-Border Interaction between EAC Citizens

The fear of regional integration where it occurs is some times due to lack of cross-cultural awareness and exposure among the individuals. The EAC communication strategy shall therefore promote cross-border interactions to enhance the exposure of EAC citizens to other East Africans.

Among others, the EAC communication strategy shall undertake the following initiatives to promote cross-border interactions:

Communicate Cross-Border Migration Requirements
The EAC shall lobby Partner States to ease border restrictions and adequately inform the various citizens of the residual administrative requirements for cross-border migration. In addition, the EAC shall enlighten EAC citizens on the same through its web site and other mass media channels.

For the border posts, the EAC shall use out door media in prominent locations to communicate requirements for the movement of people, goods and labour. Besides outdoor, selected radio and TV stations shall be used to deliver the relevant messages to targeted audiences.

Promote Citizen Exchange Programs between EAC Partner States
The EAC shall actively promote the set up and growth of citizen exchange programmes across different socio-economic segments. Among others, these shall include students, entrepreneurial women groups, farmers, local authority officials, traders and other business people.

To achieve this, the EAC shall collaborate with other organisations such as the East African Local Government Association, the Inter-University Council of East Africa, the Jua Kali Association and major regional corporations including Kenya Airways, KCB, Airtel, Nation Media Group, IPP Media, among others.

Promote Cross-Border Knowledge sharing among Public Officials
In recognition of the prevailing gap in knowledge and capability among public officials that facilitate EAC integration, the EAC shall facilitate knowledge sharing forums in which middle level and junior officials from different Partner States may learn best practices from each other.

In addition, the EAC shall set up special online portal through which such officials can remotely interact and learn from each other

5.4.5 Engage Special Groups in EAC Activities

As part of its communication strategy, the EAC shall develop relevant programmes that will engage special stakeholder groups across the region. The EAC shall set up programmes for the youth, women, informal enterprises (Jua Kali), traders, farmers, the media and the East African citizens in the Diaspora.

To follow an annual calendar, the engagement program for the special stakeholder groups shall recognise and reward excellence in particular fields and the contributions made in the promotion of the ideals of EAC integration

To this end, the EAC shall partner with other organisations (e.g. East Africa Business Council and private corporations with regional presence) to mobilise the relevant stakeholder groups and supplement the resources and expertise required to organise the initiatives.

5.4.6 Generate Goodwill and Support among the General Public

The EAC objective of fostering cross-cultural, social and economic cooperation will significantly be achieved with the coming into effect of the Monetary

Union and subsequently, Political Federation. To this end, the EAC communication strategy shall seek to prepare key stakeholders and the general population for the coming stages of integration.

In line with the ideal of people centered integration, the EAC communication strategy shall create interactive platforms through which the general public shall participate in the deliberations of issues relating to the Community. Such platforms shall include both conventional and digital channels such as the mobile, Internet, and social media.

The EAC shall likewise partner with other appropriate organisations such as East African Local Government Association (EALGA), the East African Farmers Federation, the East African Secondary Schools Games and Sports Association and the East African Jua Kali Association to effectively connect to and relay integration messages to the masses.

5.5 Communication Tactics: Audience Targeting, Messages, and Channels

To implement the EAC communications strategy, the EAC shall deploy a range of tactics, the choice of which shall depend on the target audience for communication and the specific objectives.

Coherent external communications will call for effective internal communications. EAC's communications tactics will seek to balance the regional and national communications while appreciating the need to maintain reasonable degree of visibility at global level. The EAC shall maintain a balance between advertising (paid for) and public relations (non-paid for).

In addition, EAC communications strategy shall optimise the media mix to establish a balance between conventional (TV, Radio and Newspaper) and new media (Internet and mobile), besides the use of direct contact channels such as events and conferences.

5.5.1 Internal Communications

To enhance effective communication and get all the officials of the EAC speaking with one voice, the EAC communication strategy shall emphasise the need to maintain efficient and effective internal communication systems. This will among others entail coordinated activities within and across the EAC Organs and Institutions.

The EAC Organs and Institutions are numerous and distantly located from each other. There is however a great opportunity for idea sharing and collaborative problem solving through internal collaboration between EAC Organs and Institutions.

The goal of internal communications will be to among others:

1. Promote collaboration among EAC staff, Organs and Institutions
2. Enhance synergies between Departments and Institutions
3. Engender alignment across functions
4. Mobilise resources for EAC communication activities
5. Enhance internal staff motivation and commitment to furtherance of the EAC objectives

While the choice of the ideal communication channel shall depend on the target audience and the communication objectives, the following options are generally available and shall be considered for internal communication:

• Electronic mail (e-mail)
• Electronic newsletter (e-newsletter)
• Mobile SMS broadcasts
• Social media such as Twitter, LinkedIn and facebook
• Intranet
• Notice boards
• Staff meetings

These may include regular weekly, monthly, quarterly or special meeting scheduled for specific purposes. Team based sports exercises and contests shall also be encouraged within and between EAC Organs and Institutions

The EAC shall periodically conduct internal surveys among its internal audiences to establish the most user-friendly channels so as to improve on the channel mix. The assessment shall particularly look into the relevance of mobile text messaging compared to web communication

5.5.2 Balancing Advertising with Public Relations

EAC communication will seek an optimal balance between advertising and public relation.

While advertising offers greater message control, it can be expensive and carries less credibility compared to editorial based communication. The choice of media for either advertising or public relations shall vary depending on the available media platforms at the national level and the budgetary implications.

5.5.3 National, Regional and Global Communications

The EAC shall seek to reach different target audiences at the national, regional and global level. However, different tactics shall be used at each level to ensure greater effectiveness in communicating and promoting the benefits of EAC integration to the various target audiences.

Communicating at the National Level
To reach audiences within the Partner States, the EAC shall work closely with the Ministries of EAC Affairs and other local organisations willing to collaborate with the EAC on integration initiatives.

The Ministry of East African Community Affairs in Kenya has already put a communication policy and strategy in place. The sister ministries in the other Partner States are likewise in the process of developing their communication policies and strategies. The EAC shall encourage continued capacity building for communication at the national level so to deliver relevant messages to the EAC citizens on integration.

Communicating at the Regional Audiences
In its efforts to disseminate information on EAC policies and programmes, the EAC shall carry out communication activities that cut across the region. Much of this will entail targeted communication to specific audiences either via direct contact channels such as e-mail, events and conferences or though the mass media.

Communicating at the Global Level
At the global level, EAC shall seek to maintain targeted visibility so as to attract development partners, potential investors, trading partners and tourists to the region. For this purpose, the EAC shall distribute communication materials through the Embassies of its Partner States and at any of their functions abroad.

In addition; the EAC shall target the East African Citizens in the Diaspora. To this end, online media channels such as web advertising and social media (facebook and twitter) shall be used. Besides, the EAC shall actively participate in the meetings and conferences organised by associations that bring together citizens of East Africa such as UNAA (Uganda North America Association).

5.5.4 Media Channel Mix

To deliver its communication messages in a cost effective manner, EAC shall seek a balanced media channel mix. Among others, this shall include direct contact channels, conventional media and new media channels as outlined below

Conventional Media
While Kenya and Tanzania have relatively high newspaper readership, the other three Partner States still rank fairly low in this regard. Due to low power supply, TV viewership is equally low in many of the EAC Partner States. This makes radio the most widespread medium. Besides, the high and growing mobile penetration presents yet another high potential channel for direct communication.

Regardless, a critical mass of socially and economically active citizens can easily be reached through the mass media across different conventional media platforms. In order to reach the various target audiences and key stakeholders, EAC shall use the following channels:

- Local FM Radio Stations in the Partner States
- National and Private Television Stations in the Partner States
- Popular National and Private Print Media
- EAC Media Centre
- Outreach Activities

In addition, the EAC shall explore the option of setting up an FM radio station with national boosters that shall develop and broadcast programmes promoting integration. The same programmes shall be syndicated to national radio stations to achieve extended reach.

New Media
To enhance reach and impact, the EAC shall also channel its communication through the new media channels including the Internet, social media (facebook, YouTube, twitter). Besides, the EAC will channel communication through the growing number of blogs in the region.

Young people increasingly trust the Internet blogs due to their informal nature and independence from corporate controls. The EAC shall target these channels as credible and low-cost alternatives to conventional media and more so, to reach the emerging and growing online audiences whose perceptions and attitudes will likely shape the future of integration in the region.

Specifically, the EAC shall use the following online media platforms for its communication:

- Multimedia Platforms e.g. EAC Web Portal, e-Newsletters
- E-mails (for both internal communications and to reach targeted external audiences, policy makers in government and the private sector)
- Mobile SMS

The use of SMS as a mass communication media is increasingly taking hold. The EAC will develop a database of mobile users to whom it can broadcast relevant messages from time to time.

Direct Contact

These shall entail both conferences and concerts depending on the target audience and the communication message. While conferences shall be used to target business and special interest groups, concerts shall be used to reach to the youth and other mass audiences.

The use of brand ambassadors has proved effective in championing public causes. The youth especially find it easier to relate to fellow youth who shares their aspirations and speaks their language. To reach this important audience, the EAC shall sign up influential individuals, celebrities and dignitaries to deliver relevant messages in the "speak" of the target audiences especially the youth. Such may be implemented through concerts and live shows at which star artiste performances shall be on show.

5.5.5 Engaging the Media as a Special Group

To take advantage of the editorial media, EAC communication strategy shall seek to enhance coordination with influential editors and journalists across the region and beyond. To this end, the following media relation's tools shall be exploited:

Electronic Media Broadcasts

The media is constantly scouting for news. As part of its media engagement strategy, the EAC shall maintain a current media diary with e-mail contacts of major editors and leading journalists across the region and beyond.

The communication function of the EAC shall be encouraged to regularly participate at the regional and global editors conferences as a means of developing media networks through which the EAC shall disseminate EAC messages and success stories.

Among others, the EAC shall engage the African Editors Forum (TAEF), The East African Editors Guild and other editors associations within Partner States so as to strengthen its network with media. This will enhance the flow of information from the EAC to key audiences and stakeholders.

Op-Ed (Opposite Editorial)

By its nature and stature, the office of The EAC Secretary General commands respect in media houses across the region. EAC shall leverage this inherent advantage to get Op-Ed articles syndicated across the leading newspapers within the region. In the said articles, the EAC shall target the opinion leaders with commentaries expounding on the opportunities and benefits of the EAC policies and programmes.

Documentaries

Video documentaries can be informative and memorable due to their entertaining nature. On major occasions such as EAC anniversaries and following major achievements and key milestones, EAC shall from time to time develop and broadcast documentaries both on regional media and at the national level.

Annual Media Conference

The EAC shall continue to host the annual East African media conference as a strategic platform for maintaining media relations and contacts. The East African media conference shall serve as networking forum for the participating journalists, the EAC officials and other stakeholders.

Celebrating Journalistic Achievements

To this end, the EAC shall host the EAC Media Awards as an annual event. This may be co-joined with the annual East African Media Conference. Categories for the awards may be designed to elicit media interest in telling the positive EAC story. For effective execution, the EAC shall partner with private corporations to sponsor the awards.

Creating relevant Content for the Media

Media stakeholders have noted with resignation that the EAC has in the past been relegated to the back pages of the national press and overshadowed by less useful but more sensational stories.
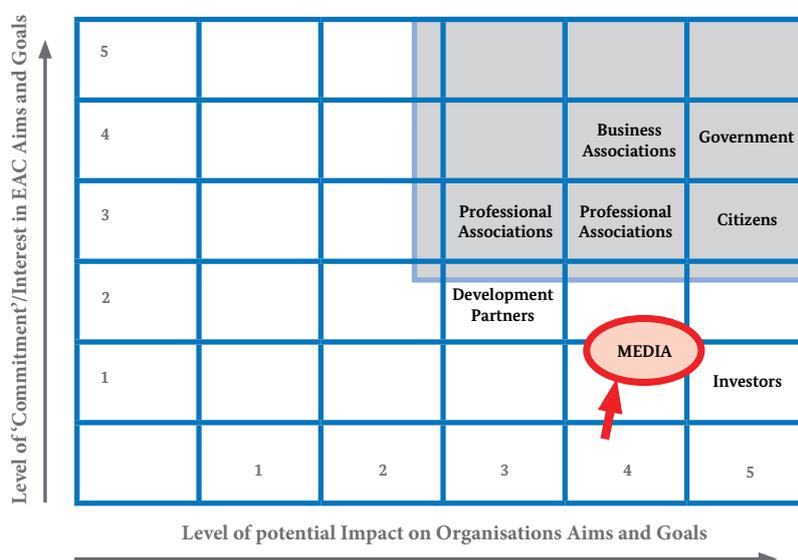
To gain greater visibility, the EAC shall actively facilitate the development of regional activities sponsored by corporate organisations. Such activities may span different editorial areas including sports,

education, culture, business and tourism. The annual Brookside Secondary Schools Games that brings together schools from various Partner States is good demonstration that integration activities can be newsworthy if well executed in collaboration with the private sector organisations.

Spokesperson Management
With many Organs and a number of Institutions, the EAC faces potential conflict in message delivered to the media. While the overall spokesperson shall be the Secretary General, there is an opportunity to enhance visibility for the EAC by setting up a spokespersons management system that cuts across the various Organs and Institutions of the EAC.

5.5.6 Partnerships for Improved Communication

Stakeholder mobilization and partnerships will be critical for the efficient and effective communication for the EAC. As the stakeholder grid below illustrates, key stakeholders, target audiences and public may be positioned differently depending on their level of commitment to EAC goals and their potential impact on the same.

The media however stands out as a special stakeholder group. The influence the media has over the other stakeholder groups makes them a critical partner for communications. The drawback is that the media would generally be less committed to EAC goals

Stakeholder Grid

To ensure compliance, EAC shall develop and internally circulate a media protocol that defines the role of the official spokespersons and the procedures and authority levels for external media communications. All staff shall adhere to the media protocol in their dealings with the media or external parties.

Media Training and Capacity Building
The workings of the EAC, its policies, programmes and the terminologies that are used may be complex to an outsider. The EAC views the media as a critical ally and shall endeavour to leverage its relationship with members of the press towards improved communication. To this end, the EAC shall from time to time arrange media trainings on specific sectors and specialised matters so that they may interpret and report on the same in manners palatable to the general public.

unless this serves its objective of growing audiences and sales.

EAC shall therefore pursue media engagement initiatives as a priority with a view of enhancing their appreciation of and commitment to EAC goals. Besides the media, the EAC shall likewise engage other stakeholders to get their buy-in and support for EAC policies and programmes.

5.5.7 Crisis Communication Management

Crisis communication planning is best undertaken before a crisis occurs. While crisis may arise from disasters, the same can be triggered by pronouncements on sensitive matters. The EAC shall put into place a crisis communications program that will be managed on a rolling basis as part of communication planning and execution.

Two critical components of crisis communication management include communication risk and opportunity profiling. Crisis communication preparedness however calls for a functional communications manual that may be used during crisis situations as outlined in the sub-sections below:

Risk Profiling
At least once a year and as part of its annual communication planning, the EAC shall profile all potential risk that may call for crisis communication across all the EAC Organs and Institutions. Where such risks are identified, pre-emption and mitigation tactics shall be developed to ensure continuity

Opportunity Profiling
In addition to risk profiling, the EAC shall assess and profile the available opportunities that can be leveraged to enhance the corporate image and reputation of the EAC as an organisation. This shall be undertaken across all EAC Organs and Institutions as part of the annual planning process

Crisis Communications Manual
On the basis of the communication risks and opportunity, the EAC shall develop and put into place a crisis communication manual that shall be a point of reference for all EAC Organs and Institutions.

To be used alongside the media protocol, the crisis communication manual shall clearly outline what constitutes a crisis and the officials that must be contacted should there be a crisis. The crisis communication manual shall likewise specify how internal and external communication on the crisis shall be handled and how the EAC staff shall handle any requests for comment by external parties.

6. IMPLEMENTATION, MONITORING AND EVALUATION

6. IMPLEMENTATION, MONITORING AND EVALUATION

6.1 Implementing The EAC Communication Policy and Strategy

The EAC communications policy and strategy shall be implemented in phases. The decision of what to start with and how to progress would depend on the preparedness and priorities of the communication function within the EAC.

Working closely with the EAC Secretariat, the Organs and Institutions of the EAC together with Ministries of EAC Affairs shall play a central role in the implementation of the EAC communication policy and strategy. The following sections outline how the EAC communication policy and strategy shall be implemented.

6.1.1 Role of the EAC Secretariat

The EAC Secretariat shall oversee overall coordination of the implementation of the EAC communication policy and strategy. To this end, the EAC Secretariat shall enhance the capacity and competence of its communication to be able to provide the support required by the other EAC Organs and Institutions in their regular communication activities.

6.1.2 Role of other EAC Organs and Institutions

The range of the EAC projects and programmes and their peculiarity to each of the EAC Organs and Institutions requires that supportive communication be carried out in a decentralised manner.

In this regard, the EAC Organs and Institutions shall play a significant role in communicating EAC policies, programmes and projects that directly affect the stakeholders that they serve or work with. The EAC Organs such as EALA and EACJ shall maintain their own communication functions that will work closely to the EAC Secretariat to gather and disseminate relevant information to the various audiences and stakeholders that they interface with.

The EAC Institutions such as the Inter-University Council for East Africa, Lake Victoria Fisheries Organization, Lake Victoria Basin Commission, East African Development Bank, among others shall likewise work closely with the EAC Secretariat to carry out communication activities targeted at their important stakeholders and the general public whose interest they serve. Such communication activities shall be guided by the EAC communication policy and strategy

6.1.3 Role of the Ministries of EAC Affairs

The mandate of the Ministries of EAC Affairs is coordinate the implementation of EAC policies and programmes within Partner States. EAC shall therefore work closely with the Ministries of EAC Affairs to carry out communication activities targeting various stakeholders and key audiences within their respective Partner States. To this end, the Ministries of EAC Affairs shall align their communication activities to the communication policies and strategies of the EAC.

In addition to mass media communication, the Ministries of EAC Affairs shall be encouraged to foster strategic partnerships with third parties in the private sector, development agencies and civil society organisations and leverage such relationships to mobilise resources and talent for effective communication of EAC policies and programmes.

On its part, the EAC will keep the Ministries of EAC well informed of relevant development on policies, programmes and projects of the EAC. This shall be done through scheduled monthly updates and unscheduled newscasts through online channels whenever there are new occurrences.

6.1.4 The Communication Function

To effectively perform the elevated role of communication within EAC, the communication function will be enhanced and better resourced. The communication function shall therefore be elevated to a Directorate level to be headed by a Communications Director reporting to the EAC Secretary General.

However, it is notable that raising the profile of the communication function at the Secretariat alone may not be sufficient in ensuring broad-based communication across the EAC. The other EAC Organs and Institutions shall likewise be encouraged to establish and adequately resource their own communication functions. The stature and level of seniority of the Head of Communications in the EAC Organs or Institutions may however vary depending on the anticipated volume of communication activities

Working in consultation with the other EAC Organs and Institutions, the Communications Director shall

coordinate the communication function across EAC bodies. While the Heads of Communications in the various Organs and Institutions shall report to their Heads of Institutions on operational issues, they shall liaise with the Director of Communications on functional matters.

As the programmes and activities of the EAC grow, communication support functions shall be established with the various Directorates of the EAC. This shall allow better packaging and dissemination of sector specific messages on the programmes and activities of the various Directorates of the EAC.

For effective communication, the EAC shall put in place adequate human resources with necessary competence to run a modern and professional communications function. The relevant organisation roles shall be established, taking into consideration the need for close coordination of the communication function across EAC Organs and Institutions.

Phased Implementation of the Communication Function

The communication function shall be developed and populated over time to allow for efficient utilization of resources and gradual maturity of roles. The roles within the organisation structure shall be implemented over three phases

Phase One

During the first phase, the communication function shall be headed by a Communications Director who shall be supported by two Principal Communications Officers; one in the Corporate Affairs docket and the other Marketing Operations.

While the Corporate Affairs docket shall be responsible for public and media relations and multimedia communications, the Marketing Operations docket shall be in charge of advertising, research, media planning and placement.

Phase Two

During the second phase, the EAC shall expand the roles of both the Corporate Affairs and the Marketing Operations functions. The Corporate Affairs section shall in addition cover the role of internal communications. On the other hand, Marketing Operations shall assume additional responsibility for promotional campaigns across the region.

Phase Three

At this stage, the EAC shall establish communication support functions within the various Directorates of the EAC such as the Directorate of Customs and Trade, Directorate of Productive and Social Sectors, Directorate of Planning and Infrastructure and the Directorate of Political Federation.

6.1.5 Development of an Information Bank

To capture historical data for the future reference in policy and strategy formulation, the EAC shall set up an information data bank. There are a number of records spread around the region that date back to the original EAC. This shall be collected, compiled and where possible, digitised and electronically stored for easy access and reference.

6.1.6 Set Up of a Publishing Centre

The high volume of printing that the EAC undertakes annually amounts to high costs and resources utilization that could be better used elsewhere. For greater efficiency, the EAC shall consider setting up a publishing center that can cater for high quality in-house publication at a fraction of the current costs.

6.1.7 Communication Planning and Budgeting Process

The EAC shall mainstream communication into its policy and program formulation processes. To this end communication planning and budgeting shall be undertaken alongside the planning and budgeting processes for the EAC policies and programmes as a whole.

6.1.8 Message Creation

The quality and form of EAC messages would influence perceptions just as much the message content itself. To gain the respect and enthusiastic support of its citizens in the integration process, the EAC shall seek the input of professional advertising and public relations agencies in developing the right messages and communication for its activities and programmes.

Appropriate approaches shall be used in developing the various types of communication messages as briefly outlined below:

Advertising Messages

Advertising messages are subjective in nature. For maximum effect on the target, EAC advertising messages shall be tailored to the lifestyle and language of the target audiences. The EAC shall acquire the

services of professional advertising agencies to ensure that communication messages are developed to the highest quality and creative standards.

Editorial Messages

Successful communication through editorial messages requires a good understanding of the news environment. Many good articles do not get published because they fail basic editorial test. EAC shall employ the services of communications experts with journalistic experience and network to enhance the effectiveness of its communication through non-paid for media.

Online Messages

With the growing penetration of the Internet, the online channel has shifted the dynamics of communications. The youthful nature of the online audience and their quest for and experience with instant information has changed the way information is accessed and used by many.

The interactive nature of online channels means that news content generation is no longer the preserve of the "editor". With social media, anyone can write about the EAC, be it negatively or positively. The EAC shall therefore put the necessary systems and processes in place to ensure constant monitoring and prompt response to online queries and comments on its programmes and activities.

6.2 Monitoring and Evaluation (M&E) of Communication Policy and Strategy

Given the dynamic nature of the communication environment, the EAC shall establish and maintain a review framework to continually assess performance as means for calibrating the communication policy and strategy from time to time. In this regard, the communications department shall carry out a research survey once a year to assess the effectiveness of EAC communication policies and strategies.

As a critical implementation component for the EAC communication strategy, a monitoring and evaluation framework shall be set to track performance of the EAC communication activities in attaining the communication objectives including the following:

• Enhance the brand image for the EAC
• Inform key stakeholders of the EAC policies and programmes
• Gain the support of key stakeholders for the EAC initiatives
• Facilitate cross-boarder interaction between EAC citizens

• Engage special groups in EAC activities
• Generate goodwill and support of the general public (masses) towards EAC policies and programmes

The M&E planning exercise will clearly outline what shall be monitored and how this shall be undertaken.

6.2.1 Monitoring the EAC Communication Activities

To ensure effective communication, appropriate tools should be used in monitoring and evaluating the output, outcome and impact of the EAC communication activities. The EAC shall regularly undertake the following exercises to monitor different aspects of its communication activities:

Output of Communication Activities

The EAC communication function shall set targets or Key Performance Indicators to track specific output from the EAC communication initiatives. The main output from the communication activities shall include:

• Monthly briefing of the various internal and external stakeholders using instruments such as e-newsletters, press conferences, pod casts, mobile SMS broadcasts, among others
• Press conferences and releases to internal audiences and media houses within two to six working hours of a major pronouncement by any of the EAC Organs or Institutions
• Communication campaigns on specific issues of integration undertaken at least twice a year in collaboration with the Ministries of EAC Affairs, other EAC Organs and Institutions and other strategic partners to deliver relevant messages to EAC citizens

Outcomes of Communication Activities

The EAC function shall track the outcome of its communication activities to ascertain the degree to which the communication activities contribute to the visibility of the EAC programmes, organs, institutions and newsmakers across the various media channels.
To monitor and track outcome of communication activities, the communication function shall undertake the following:

Editorial Media Monitoring
Editorial monitoring will guide the EAC media engagement activities. At best, editorial coverage for the EAC shall be positive in tone. While neutral tonality may be acceptable, the EAC shall

work with the media houses to address negative articles by promptly providing the right facts and information so as to correct false allegations and align perceptions accordingly.

Editorial monitoring shall be done on a daily basis. As part of this exercise, editorial summaries of selected regional and leading national newspapers, radio and TV stations shall be circulated to senior officers in relevant EAC Departments on a daily basis. This shall be followed by weekly and monthly analyses and reports with recommendations on actions to be taken by the EAC where media reports present either reputation risks or opportunities.

Pre Ad-Tests

Advertising messages often succeed or fail on the basis of subjective appeal to the target audiences. Before any significant investment in an advertising campaign, Pre Ad-tests shall be used to establish the potential success of the communication in shifting perceptions and attitudes of its intended audience.

Commercial Media Monitoring

The commercial media monitoring shall be undertaken for all paid for commercials and advertising across media channels including radio, newspaper, TV, Internet and mobile. Where relevant, the EAC shall assign the task of media monitoring to a professional media firm with the necessary systems and tools to collect and analyse the monitoring data and deliver strategic advise to the EAC communication function.

Impact of Communication Activities

Besides the output and outcome, the EAC communication activities shall be evaluated to ascertain their impact on the various target audiences. The focus of impact assessment will be on the change in attitudes, perceptions and behaviour towards the EAC, its policies and programmes. The following shall be undertaken to evaluate the impact of EAC communication activities:

Post Ad-Tests

As the name suggests, Ad-post tests shall be used after the running of communication campaigns to validate the extent to which the communication in question was effective in changing perceptions and behaviour among the target audiences.

Image Tracker

Commonly known as "brand tracker", image tracking shall be used regularly to establish the health of the EAC as a brand. This will entail the use of research, feedback gathering and analysis to assess the perceptions of the target audiences in regard to EAC as a brand or organisation.

In recognition of the fact that a lot of effort and resources shall been spent to enhance the image of the EAC, the image tracker shall be useful in ascertaining the impact and long-term effect of the EAC communication programmes.

7. THE OPERATIONAL PLAN MATRIX FOR THE EAC COMMUNICATION POLICY AND STRATEGY

7. OPERATIONAL PLAN MATRIX FOR THE EAC COMMUNICATION POLICY AND STRATEGY

7.1 Background

The 23rd Meeting of the EAC Council of Ministers on 9th September 2011 approved the EAC Communication Policy and Strategy. It's Operational Plan and the related Budget was approved by the Council of Ministers at its 25th Meeting held from 27th to 31st August 2012 in Bujumbura, Burundi. At the 25th Meeting, the Council noted that the implementation of the Operational Plan of the EAC Communication Strategy will be done in five financial years and in two phases with effect from 1st July 2013 at an estimated total cost of US$ 15,460,560, which translates into approximately US$ 3,092,113 per financial year. The Council also directed the Secretariat to mobilise resources, where possible, from the Private Sector and Development Partners, among others, to implement the planned activities.

7.2 Broad Objective

To ensure East African citizenry (including civil society, women, youth and the private sector) informed, educated and involved in the East African Community affairs.

7.3 Development Objective

To enhance Information, Education and Communication and Popular Participation of the East African citizenry on EAC integration process.

7.4 PRIORITISED ACTIVITIES FOR PHASE 1 TO COVER 3 FINANCIAL YEARS: 2013/2014 TO 2015/2016

Expected Output/ Target Description	Planned Activities	Performance Indicators	Responsibility	Estimated Budget (USD)
1. Public Awareness and Marketing Campaigns about EAC and its Objectives and Activities enhanced	(1) Prepare and launch sponsored EAC Radio and Television public education programmes using both Private and Public Media Houses in the Partner States	EAC Radio and TV Public Education programmes running in the Partner States' electronic media houses	EAC Secretariat and Ministries of EAC Affairs	840,000
	(2) Publish Bi-annual supplements on the EAC integration	Bi-annual newspaper supplement running in the major regional and national newspapers	Organs, Institutions and Ministries of EAC	135,000
	(3) Publish the quarterly Community Magazine	4 issues of the Community Magazine produced and circulated	EAC Secretariat	135,000
	(4) EAC Organs/Institutions to participate in the annual trade fairs and exhibitions in partnership with the Ministries of EAC Affairs in the Partner States	Joint EAC Exhibition Stand setup at Jua Kali exhibitions, Nane Nane Agric. Trade Show in Arusha, Tanzania (Aug), Rwanda Expo (Aug/Sept), Uganda International Trade Fair (UGATIF/Octo), Nairobi Trade Fair, Burundi Trade Fair (June/July), Dar Trade Fair (June), ITM and WTM	EAC Organs, Institutions, and Ministries of EAC	345,000
	(5) Develop and circulate the EAC Branding Manual to specify publishing/production standards (fonts, typefaces, colours, document types, jingles, infomercials) for internal and external communication for the Ministries of EAC Affairs, EAC Organs, Institutions and the Apex Organizations	(i) Copies of printed Branding Manual available with Organs, Institutions and Ministries of EAC (ii) Distinct EAC branded items, vehicles, stationery, promotional material visible in all the Partner States	EAC Secretariat	45,000

Expected Output/ Target Description	Planned Activities	Performance Indicators	Responsibility	Estimated Budget (USD)
	(6) Print and distribute EAC branding materials (flags, anthem, stickers, logo, calendars, T-shirts and caps, posters, info packs, flyers/pamphlets, mbillboards, distinctive corporate gifts etc	(i) Visibility of the branding items in the Partner States (ii) Number of items printed and distributed in each Partner State	EAC Organs, Institutions and Ministries of EAC	620,000
	(7) Print and distribute EAC IEC/ integration sensitisation publications (Information Guide, EAC Anthem pamphlets, Treaty, Protocols, Community Magazine)	(i) Visibility and presence of the integration sensitisation publications/ materials in the Partner States, at the entry and exit points (ii) List and quantity of publications printed and distributed in each Partner State	EAC Organs, Institutions and Ministries of EAC	480,000
	(8) Market and promote East Africa as a Single Tourist and Investment Destination	(i) Number of documentaries, promotional items made and tour/trade exhibitions/fairs held to promote EAC as a Single Tourist and Investment Destination	EAC Secretariat, EABC, Tourism Development and Investment Promotion Agencies	1,380, 000
	(9) Collaborate with the Private Sector to use their communication infrastructures to send out outdoor campaign messages	(i) Number of Private Sector partnering with EAC Secretariat in implementing the communication strategy	EAC Secretariat, EABC and Private Sector	750,000
	(10) Institute Annual EAC branding weeks in the Partner States	(i) Number of branding weeks held in each Partner State (ii) Increased visibility and awareness of EAC in the Partner States	EAC Secretariat, EALA, EACJ, Ministries of EAC and Institutions	750,000

Expected Output/Target Description	Planned Activities	Performance Indicators	Responsibility	Estimated Budget (USD)
	(11) Organise EAC Day/Week observance/celebrations in the Partner States	(i) EAC Day/Week observance/celebrations held in the Partner States (ii)Increased visibility and awareness of EAC in the Partner States	EAC Secretariat, EALA, EACJ, Ministries of EAC and Institutions	450,000
	(12) Organise joint sensitisation to border posts and on EAC projects and programmes	(i) Number of joint visits to border posts and EAC projects and programmes held (ii) Increased visibility and awareness of EAC in the Partner States	EAC Secretariat, EALA, EACJ, Ministries of EAC and Institutions	180,000
	(13) Launch Online Media Campaign	(i) Number of online advertisements designed (ii) Number of hits redirected from the advert (iii) Number of followers and mentions on social media	EAC Secretariat	150,000
	(14) Publish print and auto media briefings on East African Political Integration	(i) Number of publications (ii) Number of information manuals produced	EAC Secretariat	90,000
2. Popular Participation and deeper Sensitisation of Citizenry (Women, Youth, CSOs and the Private Sector) on the Integration Process	(1) Popularise the East African symbols (Flag, Anthem, Tagline 'One People. One Destiny') and hold Public Rallies	(i) Visibility and use of the EAC symbols in the Partner States	EAC Organs, Institutions and Ministries of EAC	630,000

Expected Output/Target Description	Planned Activities	Performance Indicators	Responsibility	Estimated Budget (USD)
	(2) Build capacity for Communication Officers in the regional Apex Organizations (EABC, EALGA, EALS, EACSOF) as well as in the Ministries of EAC	(i) Number of workshops for the regional apex organizations and TOTs held for the grassroots per country (ii) Increased visibility and awareness of EAC in the Partner States	EAC Secretariat	135,000
	(3) Organise sensitisation workshops for non-state actors including Faith-Based Organizations on EAC integration issues	(i) Number of sensitisation workshops held per country for non-state actors (ii) Increased visibility and awareness of EAC in the Partner States	EAC Secretariat, EALA, and Ministries of EAC	135,000
	(4) Organise sensitisation workshops for Border officials and communities (Customs, Immigration, Health, Standards, Truck Drivers, Clearing and Forwarding Agents)	(i) Number of sensitisation events held for each target group	EAC Secretariat, EALA, EABC, the Private Sector and Ministries of EAC	500,000
	(5) Organise sensitisation workshops for Government officials, EAC Ambassadors and the Members of the Diplomatic Corps, Professional Associations, Journalists, Students, Youth etc	(i) Number of sensitisation events held for each target group	EAC Secretariat, EALA, EABC, the Private Sector and Ministries of EAC	500,000
	(6) Organise East African Local Government Forum	(i) Number of Forums held at regional and national levels on EAC integration (ii) Increased visibility and awareness of EAC in the Partner States	EAC Secretariat, EALA and Ministries of EAC	120,000

Expected Output/ Target Description	Planned Activities	Performance Indicators	Responsibility	Estimated Budget (USD)
	(7) Participate in the annual EAC Cultural and Sports Events	(i) Number and type of events participated in (ii) Increased visibility and awareness of EAC in the Partner States	EAC Secretariat, EALA, Ministries of EAC Affairs/ Education and Sports, EABC and Private Sector	450,000
	(8) Institute an Annual SG's Forum on EAC integration for the Business Community and CSOs	(i) Annual SG's Forum established and held (ii) Increased visibility and awareness of EAC in the Partner States	EAC Secretariat, EABC, EACSOF	450,000
	(9) Convene National Awareness workshops in each Partner State on EAC integration in general and Political Integration in particular	(i) Number of workshops held in each Partner State (ii) Increased visibility and awareness of EAC in the Partner States	Ministries of EAC Affairs	394,200
	(10) Convene a two Day EAC Annual Cultural Event in Partner State to enhance cohesion and the spirit of East Africaness	(i) Number of events held in Partner States (ii) Increased visibility and awareness of EAC in the Partner States	EAC Secretariat, Ministries of EAC Affairs	547,560
	(11) Inter-University Students Debate and Award	(i) Number of students participated (ii) Number of awards given	EAC Secretariat	99,000
3. EAC Media Relations enhanced	(1) Hold Annual Media Summit and Awards	(i) Number of Media Summits and Awards held	EAC Secretariat, EABC and Ministries of EAC	450,000

Expected Output/ Target Description	Planned Activities	Performance Indicators	Responsibility	Estimated Budget (USD)
	(2) Undertake media reportage missions on EAC projects and activities	(i) Number of missions undertaken (ii) Number of articles published (iii) Number of news casts aired/televised about the mission undertaken	EAC Secretariat and Ministries of EAC	150,000
	(3) Institute quarterly EAC media breakfast/briefings on the EAC integration in each Partner State	(i) Number of media briefings held (ii) Number of articles/opinion pieces published (iii) Number of news casts aired/televised about the mission undertaken	EAC Secretariat, Ministries of EAC and EABC	600,000
	(4) Equip and strengthen the EAC Media Centre	(i) Broadcasting/Webcasting/live streaming, ICT and other equipment in place	EAC Secretariat	180,000
4. Coordination and Collaboration between Organs, Institutions, EAC Apex Organizations, Ministries of EAC and Friends of EAC in the Implementation of the Communication Policy and Strategy strengthened	(1) Convene bi-annual Communication Experts' Forum to jointly formulate and review the corporate communication annual implementation plan, identify core messages, audiences and activities and prepare work plans and budgets	(i) Approved joint activities, work plans and budgets (ii) Report of the Communication Experts Forum	Heads of Information/PR/ Communication Unit in the Organs, Institutions, EAC Apex Organizations, Ministries of EAC and Friends of EAC	240,000

Expected Output/ Target Description	Planned Activities	Performance Indicators	Responsibility	Estimated Budget (USD)
	(2) Establish and maintain regular communication/contacts with and among the PR/Communication Departments/ offices of EAC Organs, Institutions and Ministries of EAC, Apex Organizations as well as Friends of EAC	(i) Well established communication channels in place	Heads of Information/PR/ Communication Unit in the Organs, Institutions, EAC Apex Organizations, Ministries of EAC and Friends of EAC	30,000
	(3) EAC Institutions and Ministries of EAC Affairs to share their communication work plans with the EAC Secretariat in order to draw synergy	(i) Copies of communication work plans of Organs, Institutions, EAC Apex Organizations, Ministries of EAC and Friends of EAC available with the EAC Secretariat	EAC Institutions, Ministries of EAC and EAC Secretariat	30,000
5. Capacity to implement the Communication Policy and Strategy strengthened	(1) Capacity building for the Communication Officers in the Organs, Institutions, EAC Apex Organizations, Ministries of EAC and Friends of EAC and other stakeholders involved in the implementation of the Policy and Strategy	(i) Short-term training courses/seminars for the Communication Officers in identified areas conducted	EAC Secretariat and Development Partners	150,000
Grand Total for Phase 1 (3 Financial Years)				**12,130,560**

7.5 PRIORITISED ACTIVITIES FOR PHASE 2 TO COVER 2 FINANCIAL YEARS: 2016/2017 TO 2017/2018

Expected Output/ Target Description	Planned Activities	Performance Indicators	Responsibility	Estimated Budget (USD)
1. Public Awareness and Marketing Campaigns about EAC and its Objectives enhanced	(1) Regional awareness and perception survey on EAC integration undertaken	(i) Baseline figures on awareness levels and perceptions available	EAC Secretariat and Ministries of EAC Affairs	280,000
	(2) Set up a Radio and TV *Afrika Mashariki* (with national boosters)	(i) Production House and online streaming established at the Secretariat	EAC Secretariat	1,000,000
		(ii) Radio and TV *Afrika Mashariki* designed, infrastructure including an OB Van procured		
		(iii) Radio and TV *Afrika Mashariki* launched on air		
	(3) Organise EAC integration Road-Shows	(i) A Road-Show implemented covering Mombasa-Tanga-Dar-Arusha-Namanga-Nairobi-Malaba-Jinja-Kampala-Mabarar-Gatuna-Kigali-Akanyaru-Bujumbura	EAC Secretariat, EABC and Ministries of EAC	750,000
	(4) Institute an Annual EAC Music Award	(i) Annual EAC Music Award held	EAC Secretariat and EABC	550,000
2. Capacity to implement the Communication Policy and Strategy strengthened	(1) Upgrade the Department of Corporate Communication and Public Affairs by creating four core functional areas in the structure (Corporate Communications, Marketing and Media Relations, Multi-Media Communications Management, Sensitisation and Outreach)	(i) Establishment of the Directorate of Corporate Communication and Public Affairs	Partner States	
Grand Total for Phase 2 (2 Financial Years)				**3,330,000**

8. ACKNOWLEDGEMENT

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