

The Effectiveness of Communication Strategy Explored in African Shared Values Campaign

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This is to certify that the thesis prepared by Mikias Sissay, entitled *The Effectiveness of Communication Strategy Explored in African Shared Values Campaign* and submitted in partial fulfillment of the requirements of the Degree of Master of Arts in Journalism and Communication complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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ABSTRACT

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Campaign is commonly used in social, political, as well as economic contexts. From product to idea campaigns calling the target for action are part of our lives these days. Influencing and persuading people to increase their understanding and action is gaining considerable attention in national as well as international campaigns. Of the many instruments to achieve such a lofty goal in campaign is communication strategy.

This study primarily focused on the assessment of the communication strategy employed by a particular campaign – the African Shared Values (ASV) Campaign – which aimed at bringing about behavioral change in the habits of Africans towards Africanism. The study attempted to examine the effectiveness of the communication strategy employed by the ASV campaign to influence and persuade Africans “towards an integrated, peaceful, and prosperous Africa”. To this end, a qualitative research method was used and data were collected through document analysis, semi-structured interview, and participant observation. Fenton Communications’ Nine Laws of Successful Advocacy Communications (2009) was primarily used to analyze and discuss the data collected. As a result of the analysis, the study identified that the prime communication strategies were found to be public dialogue assisted by social media and traditional media. Regarding their

effectiveness, the analysis brought forth that the communication strategy suffers from lack of thorough research, pretesting of messages, audience segmentation, budgeting, assigning of relevant and appropriate expert, and monitoring and evaluation. The study identified, therefore, need for improvement in the areas of research to fine-tune the strategy and inform the preproduction and production phase. Additionally, testing was highly recommended to ascertain the effectiveness of the strategy in relation to the target audience as segmented logically. Above all, allocation of adequate budget and deployment of relevant professionals were found to be very crucial for meaningful result-oriented communication in campaign.

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DEDICATION

This research paper is dedicated to the late Ato Sissay Assefa (1930 to 2013), my dad, friend, and mentor; and Dr. Yonas Admasu (1940 to 2013) my guru, friend, and role model. I have no words to express how much you both mean to me. You both have immeasurably contributed to my social, academic, and professional life. Your sudden loss has made year 2013 unpleasant at my end of the world. But again, I cherish your memory each and every single day of my life. May your souls rest in peace, and your legacies continue for generations to come!

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Acronyms

AU:	African Union
AUC:	African Union Commission
ASV:	African Shared Values
DPA:	Department of Political Affairs, African Union Commission
EPPM:	Extended Parallel Process Model
ICT:	Information Communication Technology
M&E:	Monitoring and Evaluation
SCT:	Social Cognitive Theory and
TPB:	Theory of Planned Behavior
TTM:	Transtheoretical Method

Chapter I: Introduction

1.1 Background of the Study

The African Shared Values (ASV) is one of the Four Strategic Pillars of the African Union Commission¹. However, the African Shared Values is a concept that has yet to get more traction among the African public. The 14th Session of the Assembly of the African Union (AU) endorsed the recommendation of the Executive Council (EX.CL/Dec.525 [XVI]) that the theme of the 16th Ordinary Session of the Assembly in January 2011 be dedicated to *Shared Values in Africa*, particularly, the putting in place of a Pan-African Architecture on Governance. The Decision of the Assembly espouses the desire by the political leadership of the AU to reflect on how shared values in Africa can act as a catalyst to accelerate continental integration and provide a solid foundation for building a more prosperous Africa. This policy orientation further serves to highlight the imperative that African unity is founded on collective interest and a set of ideals, principles, values and norms that seek to promote a sense of common destiny, identity and togetherness amongst the peoples of Africa.²

Shared Values is generally conceived as those norms, principles and practices that have been developed or acquired which provide the basis for collective actions and solutions in addressing the political, economic and social challenges that impede Africa's integration and development. These values are embedded at the individual, societal, regional, continental and global levels. They are not mutually exclusive and often complement and reinforce each other as individuals and communities interact. In other words, Shared

¹www.africansharedvalues.org

²the African Shared values Concept Paper

values are the essence of the mandate of the African Union and are reflected in all its programmatic activities. At the operational level, the shared values agenda is advanced through peace and security, integration, development and institutional building activities. These serve to reinforce the overall shared values framework, which encompasses areas, such as Governance, Democracy, Elections, Human Rights, Humanitarian issues, Civil Society Participation, Gender and Culture.³

The significance accorded to shared values is reflected in the evolution of the African integration agenda and the instruments and activities of the Union and its Organs.⁴ Across the continent, leaders are challenging themselves and their constituents not to be judged by the levels of poverty and conflict in Africa, but by our individual and national commitment to common values such as equity, equality, solidarity, communalism and reconciliation.

The African Shared Values Campaign, thus, provides a platform for discussions and debate about what values are shared between AU member states and their citizens. The aim is to reach as many people as possible through public dialogues held face-to-face in African cities, via radio programs, social media and online forums. The Shared Values Conversations will eventually inform all activities that the AU is committed to, from election monitoring, to assisting displaced persons and humanitarian aid, to peace and security, gender equity and agricultural matters.

³the African Shared values concept paper

⁴Ibid

The table below is extracted from a document entitled The Ascendancy of Shared Values in the African Union Government. The document is an annexure to the Report of the Ministerial Committee on the Union Government, which was noted by the Assembly. Thus, it is an aggregation of the shared values at the individual, state or regional level.⁵

At the individual level	At the state or regional level
<ul style="list-style-type: none"> • Basic rights to life, identity and opportunity • Basic freedoms (expression and worship) • Tolerance • Participation in governance • Solidarity with each other in times of joy and in times of sadness • Dignity and respect • Justice • Sense of fairness • Equality of persons (gender, race, sex etc) • Respect for age • Integrity • Community spiritedness • Self determination 	<ul style="list-style-type: none"> • Sovereignty and the interdependence of states • Adherence to the rule of law • Democracy and representation of the popular will • Care for the weakest • Self reliance (economic and social) • Justice • Law and order • Equity and equality • National determination • Solidarity of states (brother's keeper) • Stability of environment • Security

1.2 Statement of the problem

There are lots of Africa wide regional campaigns that are targeted towards the people in a bid to bringing about behavioral and/or attitudinal changes. Their objective is to recreate and/or draw attention towards and achieving social construction. Communication of social construction is not a form of knowledge but a way to think about and ask research questions in communication. It is a perspective, a possibility, itself made possible by a

⁵ The African Shared values Concept paper

virtual joining of conversational threads among scholars in philosophy, sociology, psychology, and, of course, communication.⁶

The African Shared Values Campaign is set out to enhance Africans' attitude towards Africa and Africanism towards an ideal: an integrated peaceful and prosperous Africa⁷. This, in other words, means that bringing Africans together to overcome poverty, conflict and disease; and enjoy love peace and prosperity. It is public knowledge that there have always been efforts from both political and economic ends, however the social side seems to have been over looked. It must be to balance this that the African Union found it the social angle equally important to the economic and political ones. As a result, year 2012 was dedicated as the year of African Shared Values that followed with setting up a campaign under its name.

Despite the structures, institutions and individuals that work relentlessly, the ASV campaign doesn't seem effective in proportion to the need on the ground. It seems that neither the campaign, nor the member states have been able to meaningfully interact with the people on the ground in the venture of ASV. This phenomenon begs question 'Why has the AUC has not been able to make a visible difference with the ASV campaign?'

One way to answer the question is to look at the communication strategy of the ASV Campaign. It is no longer enough to just do good, and expect good return. It has to be communicated very well. This is why looking at the ASV efforts, particularly the communication strategy of the campaign, is found imperative.

⁶Eadie, 2009,p. 129

⁷ASV communication strategy

As far as the researcher is concerned, there is no related research conducted on the African Shared Values as a whole, or its communication in particular. The researcher, therefore, seeks to examine the effectiveness the ASV campaign communication strategy in meeting the objectives of the African Shared Values Campaign are met.

1.3 Objective of the Study

1.3.1 General Objective

The general objective of this study is to examine the effectiveness of the communication strategy of the African Shared Value campaign.

1.3.2 Specific Objectives

The following are the specific objectives that the study sets out to achieve.

- a. Identify the communication strategies used by the ASV campaign.
- b. Examine the effectiveness of the communication strategy.

1.4 Research Questions

1. What is the communication strategy employed in the African Shared Values Campaign?
2. How effective is this strategy as measured against the normative standards set in campaign communication literature?

1.5 Significance of the Study

This research is important in the sense that its outcome can serve as a valuable reference to campaigns in general and to regional campaigns in particular in terms of helping them look into their respective communication strategy. Hopefully, it may serve as a guide or

reference in crafting a sound communication strategy for campaigns. It may also serve as springboard for similar studies on the African Shared Values Campaign and/or communication strategy of similar campaigns. Thus, this study will be of significance in exploring this activity, not to mention its contribution in serving as a stepping stone for others with similar interest to pursue studying the ASV as is and/or similar African wide campaigns.

1.6 Delimitation of the Study

This study is an explorative research that focuses on the attributes of the communication strategies of the ASV campaign. As a result, going to the grassroots level and checking whether or not the communication strategy was effective was simply not the target of this study. Therefore, this research is delimited to spotlighting the communication strategy from the point of view of effectiveness and relevance in contributing to the success of the over all campaign.

1.7 Limitations of the Study

This study is constrained by time and resources. Given the nature of its African wide scope, it would have been advisable to check with representative countries, at least one per the sub-region. However, the lack of funding and constrain of time have limited the study to focus only on the effectiveness of the communication strategy from theoretical perspectives.

Documentation was one of the challenges of this study. It should be noted that there is gap in gathering data as a result of poor documentation. It was difficult to gather every data related to the ASV campaign from archives. Only the available data was exploited to

generate the necessary information

1.8 Organization of the Study

This study is organized in five chapters. The first chapter deals with the background of the study, statement of the problem, objectives, research questions, significance, and delimitation of the study. The second chapter is the review of literature related to this study. Chapter three is slotted for the explication of the methodology employed in this study, and chapter four deals with the analysis of the findings. The final chapter, chapter five, is where the conclusion and recommendations of the study are provided.

Chapter II: Review of Related Literature

2.1. Introduction

Communication is a concept that always has been with human beings, but studying it as a discipline is more recent. Understandably, it has not begun over night, but evolved over time. The very facts that people have always been interacting since creation on its own is self explanatory that there has always been the practice of communication. However, the study would only begin when there comes the need.

The origin of communication discipline can be found in the study of rhetoric in ancient Greek and Rome, but the social scientific side dates its origin in the rise of the study of mass media, public opinion, propaganda, and persuasion in the 20th century, specially during World War II⁸.

When we look at the history of the study of communication, it was largely placed at the heart of other social science studies. It was even considered as a secondary study as opposed to a stand-alone study on its own. First, communication scholars used existing social science disciplines. The recognition of social science after the World War II gave authority to the contribution of Psychology and Sociology to better understand human communicative behavior⁹. This is to say with the sophistication of lifestyle, communication was also born to be studied as a discipline for its contribution was better understood in the 20th century. It can be argued that the propaganda and mass communication methods used during the World War II have ushered the birth of Communication Study. This resulted in

⁸ Littlejohn & Foss (2009)

⁹ Ibid

understanding that communication is not simply a means to an end, but one of the ingredients to organizing the social fabrics of human beings. Communication constructs the social world rather than simply providing the means for describing the world.¹⁰ Theorizing communication, thus, evolved from the practical need and concern to study communication.

Although the communication field of study has now achieved its acceptance and status as a discipline, it remains dynamic that evolves continually. Overtime, with the proliferation of digital technology, and globalization it has become an important tool to better understand and serve the human species in information era.

2.1 Conceptualization of Communication

Communication denotes a bigger concept as opposed to the day-to-day communication in its literary sense. This is to say that there is more to communication as a profession and activity than the mere conversation one can automatically think of. That must be why Griffin (2006) noted that communication is a hard term to define.

Overtime, communication has been defined by many thinkers in many forms. Of the many definitions, one notes that "Communication is the management of message for the purpose of creating meaning"¹¹ This definition showcases that communication is a cross boundary exercise that looks at meaning that are brought fourth both intentionally and

¹⁰ Ibid

¹¹ Lawrence Frey as quoted in Griffin, 2006, p. 19

unintentionally. “[Communication] gives equal weight to messages and meanings and open the door for studying both content and relationship.”¹² This means that communication studies both content and form.

The defining factor can also come from varied angles. It can be defined from the intent point of view, or delimiting its role, or basing its characteristics, or considering the source and receiver, or the channel, or the transmission process. This demonstrates that it is a very fluid subject to define in one and comprehensive manner. In this study communication is conceived as a channel in human communication, particularly campaign. This doesn't mean that it may over look other contributing factors, but the intent of the study is to understand communication from the point of view of its role in human communication with specific purpose.

Human communication is different from the rest of living things in the world. It occurs through the use of some mutually understood symbols and may include other form of information transferring mechanisms.¹³ This is to say that human as opposed to the rest of the members of the animal kingdom and plants have some kind of agreed upon symbols prior to that communication. Language is one, for example.

Communication can be defined as the process of organizing message with the purpose of creating meaning – both connotative and denotative – that gives equal importance to

¹² Ibid

¹³ Ibid

messages and meanings and opens the door for studying both content and relationship. This is to say it is a philosophy that studies message and its style.

2.2 Philosophy of Communication

It is common to ask one 'what is your philosophy of life?' This, on its own, is self explanatory that everyone has philosophy; presumably one must have a philosophy of communication in his/her communication. The way we carry ourselves, the way we dress ourselves with, the way we speak, or any of that sort of action that presents the self before the people or to the world outside is a philosophy. It may not be taken seriously or attend to as philosophy, but it is because it dictates our action towards the world in front of us that it qualifies to be as one's philosophy.

It is true that we all have opinions about various problems we encounter in life, and that some of these – such as one's views on religion, on politics, on beauty, on morals, on truth, on the meaning of life–border on philosophy, but few have a clear conception of philosophy, and still fewer know what a philosophy of communication should look like.¹⁴

The quote above implies that one may not necessarily pay attention to it, but there is always philosophy of communication that defines how we communicate. Thus, if we agree that everyone has a philosophy, then everyone has philosophy of communication.

On the other hand, thinking – philosophizing – about communication is completely different from having an individual philosophy of communication. Philosophizing about communication is theorizing about it from different perspectives. This activity requires not only taking critical stance towards what is given by the past and is taken for granted at present, but also advancing a kind of knowledge distinguished by the consistency and

¹⁴ Ibid, p. 751

universal legitimacy characteristic of reason.¹⁵ Hence, as is the case with many other fields of studies, philosophy of communication dwells on conceptualizing communication in a way that brings forth new perspective in understanding the subject matter analytically and profoundly.

2.3 Campaign Communication

By definition, campaign communication is purposive and is targeted towards certain goal like a pointed arrow from the very beginning. It is intended to generate specific outcomes.

Its purpose is to inform and/or influence behaviors in large audiences within a specified time period using an organized set of communication activities and featuring an array of mediated messages in multiple channels generally to produce non commercial benefits to individuals and society.¹⁶

This means that the objective of communication is an activity undertaken in a given time and place in a bid to bringing about behavioral change. Thus, it involves the activity of informing and influencing the audience towards the subject of communicating, i.e., towards what is being campaigned on.

The outcome is a campaign communication that involves a large number of people within a specified time, and through an organized set of communication activities.¹⁷ In other words, campaign employs communication strategies and theories so as to influence large audience in some measurable way.

¹⁵ Ibid

¹⁶ Atkin and Rice, 2013, p.3

¹⁷ Littlejohn & Foss, 2009

The very nature of campaign as a practice is universal across topics in any given subject and space. Along this line, some argue that “campaign as a process is universal across topics and venues, utilizing systematic frameworks and fundamental strategic principles developed over the past century.”¹⁸ This explains that campaign, as a process is similar across the board despite the variety of topics it is used in, but also that campaigns have been in use for half a century now.

Campaigns across the range of health, pro-social, and environmental domains share some similarities to commercial advertising campaigns. Hence, it is relevant to employ social marketing that emphasizes an audience centered, client oriented, and calculated attempts to attractively package the social product and utilize the optimum combination of campaign components to achieve reasonable roles.¹⁹ Mixed use of mass media and interpersonal communication strategies results in greater possibility of behavior change. Campaigns are launched to influence an attitude, increase knowledge, promote awareness, or change behavior, as is the case with pro-social campaign.²⁰ Accordingly campaigns could be local or regional, national or international in their influence, and campaigns that employ mass media for wider reach are most successful in increasing awareness and knowledge.²¹

By nature campaigns are multidisciplinary. They are both art and science.²² Art because they involve both innovation and creativity, and science, because human communication

¹⁸ Atkin and Rice, 2013, p.3

¹⁹ Anderson, 2001

²⁰ Littlejohn & Foss, 2009

²¹ Ibid

²² Littlejohn & Foss, 2009

needs science to advise its action. As it deals with human being its action has to affect the receiver both emotionally and intellectually. In order to do that it has to be well designed artistically and studied scientifically. "High quality graphics and creative ideas are necessary to attract and maintain attention, but so is a fundamental understanding of communication theory to maximize understanding of audiences, message content, and evaluation strategies."²³ In short, a clear understanding of how theory can inform the campaign process will determine the successfulness of the campaign.

To this end, it is worth noting that planning, implementation and evaluation are the three major phases of campaign communication.

2.4 General Principles of Campaign Communication

2.4.1 Planning

One of the major principles of campaign communication is planning. Programmers state that 'you fail if you fail the planning'. This doesn't apply only for programmers; it applies in all fields as well. Communication, as a multidisciplinary exercise, requires a lot of efforts to align all necessary components that make it effective in such a fashion that they all go hand in hand.

Nonprofit [organizations] are at work on issues of social importance. To succeed, they face the challenge of trying to educate, motivate and mobilize a public that is too often stressed out overextended, even apathetic. This process has never been easy, but now it is harder than ever. Even interested and well-meaning people are cynical, confused and difficult to reach.²⁴

²³ Ibid

²⁴ Now Hear This, the 9 laws of successful advocacy communication

The quote above explains that the goal of communication in a nonprofit atmosphere is to bring about behavioral change towards a certain notion, practice, and/or opinion, but achieving such change is not an easy exercise. Given the modern lifestyle, it gets interpreted differently in different contexts, and in geographically diverse settlements it get more complicated. In order to take all possible aspects into account and to approach any public focused campaign systematically one needs to come up with a sound communication strategy. This is because “[...] good communication cuts through clutter, it doesn’t add to it.”²⁵ This can be achieved by crafting the right message, delivering it by the right messenger and the right medium, to the right audience, which in other words calls for planning.

Planning of a campaign can be divided into two: the preproduction and the production phase. The preproduction is all the preparations that take place before any production takes effect. During this period, research takes place to understand the beliefs, values, knowledge, attitude, and perceptions about the specific topic. “Preproduction research informs how audiences may be segmented so that campaign messages can be tailored appropriately to an audience’s demographics, geographies, and psychographics.”²⁶

There are many theories that can shape the reproduction phase. The two theories often employed are Trans Theoretical Model (TTM), and Theory of Planned Behavior.

²⁵ Littlejohn & Foss, 2009

²⁶ Littlejohn & Foss, 2009, p. 87

a) Transtheoretical Model

Transtheoretical model also known as stages of change recognizes that individuals are at different levels of understanding to engage with a recommended behavior. In other words, people can be at different stages of readiness – pre-contemplation, contemplation, preparation, action, maintenance – to change a behavior.²⁷ This is crucial information to identify the audiences and segment accordingly.

Pre-contemplation refers to people that believe there is no problem with their behavior. People at stage of contemplation are aware that there is something, but have shown no effort to address it. Preparation is a stage where people recognize that there is a problem, and are about to take action. Action refers to people that are engaged in addressing the problem by adapting to the recommended behavior. Maintenance is when people continue to engage in the recommended behavior. Each of the aforementioned levels are very helpful to inform the crafting of the message of the campaign.

b) Theory of Planned Behavior

Planned behavior is a framework that provides conceptual variables. It offers three conceptually independent variables: individual attitudes, subjective norms, and perception of behavioral control.²⁸ These help to form behavioral intention that predicts actual behavior.

²⁷ Littlejohn & Foss, 2009, p. 88

²⁸ Littlejohn & Foss, 2009

Individual attitude is comprised of views that have evolutions associated with them²⁹ (e.g., taking medicine as prescribed by the doctor is a good thing to do). Subjective norm, on the other hand, is one's views that people – individually or collectively – believe that the individual shall act or not in a certain way³⁰ (my spouse disapproves of not taking medicine as prescribed by the doctor). Perception of behavioral control refers to one's action within his/her perceived behavioral control that has direct link with behavior³¹ (it is easy for me to take medicine as prescribed by the doctor).

The production period takes effect based on the findings of the preproduction period. “During the production phase message concepts are designed on the basis of preproduction.”³² The process here involves the testing of the message by sample target audiences using methods of survey, interviews, focus group discussion and the likes. Proper planning, evidence based programing, and targeted executions are the means to an end.

2.4.2 Implementation

Once planning is in order, following is implementation. This subsection deals with the major principles in implementing a campaign. It is rather a follow up of the previous subsection, designing of the message.

²⁹ Littlejohn & Foss, 2009

³⁰ Littlejohn & Foss, 2009

³¹ Littlejohn & Foss, 2009

³² Littlejohn & Foss, 2009, p.88

Campaign message must be like a pointed arrow crafted in such a fashion that is outstandingly notable. It needs to be memorable, of outstanding quality and communicated to its target audience via the most appropriate channel.³³

Many theories are there to inform and guide message crafting. The most frequently used ones, as far as this research is concerned, are Social Cognitive Theory (SCT) and Extended Parallel Process Model (EPPM).

a) Social Cognitive theory

Social Cognitive Theory (SCT) is theory of Albert Bandura focused on human thought process. "People are self-organizing, proactive, self-reflecting, and self-regulating, not just reactive organisms shaped and shepherded by environmental events or inner forces."³⁴ This is to say people learn from experience and that the process impacts their behavior and shapes the behavior.

SCT is fundamental in the crafting of message for the very reason that it explicates the idea that people learn and are influenced when they make observations including observing of the campaign message. In other words, people are more likely to be influenced by message sources with whom they identify. This is where the preproduction research comes in to inform the crafting of the message.

b) Extended Parallel Process Model (EPDM)

³³ Ibid

³⁴ Albert Bandura, Media Psychology, 2001, p. 265

Extended parallel process is the theory of Kim Witte that deals with fear. According to him, effectiveness of fear appeals is enhanced by understanding cognitive processes that control danger versus emotional processes, which control the fear via denial or coping perceived efficacy influences type of response.³⁵ This is to say that fear appeals are effective messages that are designed to scare people by telling them the bad things that they would encounter if they fail to adhere to the recommendations of the campaign. Such message crafting methods are very popular in political and health campaigns. The HIV/AIDS campaign message is one recent example.

EPDM has three steps of fear appeal – fear, threat, and perceived efficacy – that predicts whether or not exposure to the message leads to acceptance, avoidance, or reactance.³⁶ Fear is the perceived severity, the emotional part of the message (e.g., Behave, HIV/AIDS kills). Threat refers to the perceived susceptibility (e.g., Behave, HIV/AIDS could attack anyone). Perceived efficacy results from response and/or self-efficacy (e.g., Behave, safe sex protects from HIV/AIDS).

Even if campaign messages are varied by nature, they can promote outcomes associated with the adherence to the recommendation of the campaign. Therefore, campaigns have ethical imperative to use components of TTM and EPPM as deemed necessary

2.4.3 Evaluation (Monitoring and Evaluation)

³⁵ Witte Kim, *Communication Monographs*, 1992, p. 329

³⁶ *Ibid*

Evaluation, also known as Monitoring and Evaluation (M&E), is a mechanism that allows that campaign look into its effectiveness from the period of implementation all the way to completion. Monitoring takes place during the process of implementation in a bid to evaluate and inform the campaign what is going well and what must be improved. It is a continual assessment. Evaluation is an activity that comes after the campaign to look into its effectiveness. Informed by the monitoring during the time of the implementation, the final evaluation looks as if what is aspired is achieved or not. "Process evaluation occurs during the implementation phase of a campaign to ensure that all facets of the campaign are moving along as planned, while summative evaluation occurs at the completion of the campaign to determine its effectiveness".³⁷

a) Process evaluation (Monitoring)

In a given campaign process evaluation provides a road map for what variables are crucial at what level and when to monitor the implementation process. For example, a campaign with EPPM message of HIV/AIDS fear appeal must result in acceptance of the message. But instead, if it turns out to have no strong efficacy impacts, it would be necessary to assess and adjust it. In order to do that, the continual assessment of the implementation must take place. Otherwise, the campaign will be destined to fail.

b) Evaluation

Summative evaluation of the campaign effectiveness is done based on the objectives of the campaign. It evaluates if the objectives are met fully, partially or not at all and tries

³⁷ Littlejohn & Foss, 2009, p. 90

to answer why. It is also useful to not only document but also serve as instrument for future similar campaign to learn from. It is not an easy task, but a necessary evil. Accordingly, the evaluation mechanisms must be set out in the campaign communication strategy from the very beginning.

During and after implementation, campaigners shall measure the activities to determine whether changes have occurred within the target group, i.e., evaluate if the objective of the campaign is met and has made an impact.

2.5 Elements of Communication Strategy

There are many models that suggest better ways of communication strategy for a successful campaign. However, many agree that there are three worth considering: clear and measurable goals, audience segmentation, and concise message.³⁸

a. Clear and measurable goals

Campaigns must have clear and measurable goals³⁹. This means, for a campaign to be successful, one has to start by asking: 'what behavioral change do I want to achieve, to what degree, and is it practical and doable?' To this end, one has to take time and set a specific and a measurable goal. In other words, it has to have a very clear, realistic, measurable goal

³⁸ Ibid

³⁹ Ibid

or goals, i.e., the goal must be stated in a simple and clear language so as to indicate what it is targeting, and it should also be measurable.

b. Audience segmentation

In order to send a message across, one would need to know the audience, character, taste, and above all interest and what affects them. If you do not know that, you may not necessarily achieve your goals as aspired. Once you know who to reach, you need to figure out how to reach them. You must assess their belief system and find common ground. “[...] message efficiency can be improved if subsets of the audience are prioritized according to their centrality in attaining the campaign’s objectives as well as receptivity – likelihood of being influenced”⁴⁰. In other words, one needs to identify its audiences and segment them in their natural group accordingly. For example, one would have a campaign that targets the society of Addis Ababa University. For this reason, s/he will have to define which part. If it is generally all AAU society, then it will have to be segmented by field of study: social science, natural science, etc. Also demographically, it will have to be segmented per age group. Role could also be another variable to segment with: student, academic staff, administrative staff, etc. Once this is achieved, then based on their common interest, they will have to be segmented into groups according to their commonalities that bring them together.

⁴⁰ Atkin and Rice (2013, p.5)

Identifying and organizing the audiences' key ideals will help the campaigner motivate them initially.⁴¹ This is to say, the campaigner would be able to have better idea where his/her effort may be weak to messages from the opponents. Accordingly, it will enable the campaigner to design the message as comprehensively as possible to be able to prevent, preempt, or defeat those attacks.

c. Clear, Simple, and Concise Message

Compelling messages that connect with the target audiences are fundamental. Achieving clear goals is highly attached with clear, simple and, concise message that resonates with the audience. This can only be achieved by identifying the audience's nature and devising the message accordingly.

Messages are designed to achieve goals. It needs to be like a pointed arrow from the very beginning. Once this is done, it means the playing field is defined and the game is half won. A winning message takes into account what will work with the audience to build support.⁴² The bottom line is, one needs to create a message that helps him/her meet the goal.

Ultimately, campaigners decide to promote behavior or attitude in a bid to influence the people towards that. Therefore, "informational messages that seek to create awareness or provide instruction play an important role."⁴³ That is to say awareness message presents

⁴¹ Now Hear This, 2009

⁴² Ibid

⁴³ Atkin and Rice, 2009, p.8

relatively simple content that informs people what to do, specifies who should do it, or provides cues regarding the setting it should take place.

Often these criteria are overlooked for many reasons. Of the many reasons for such failures, some could be: rushing towards the campaign without proper planning, lack of money to hire campaign specialists, and working at the last minute. According to Now Hear This (2009) campaigners can ensure that the aforementioned three core components are there by the following five checklists⁴⁴.

d. Starting with systematic planning that is reviewed and then revised

Planning is one of the corner stones of any given activity. Thus, time and money are supposed to be invested on planning from the very beginning. Planning helps to look at the issue from all possible angles, understand the problem, review potential solutions, and the like. By nature, campaign is largely opportunistic. Consequently, planning helps a lot in turning the challenges into opportunity, and that the opportunity is properly used. “Keep planning like a book; campaigns have a beginning, middle, and end. Plan for everything.”⁴⁵

e. Specify for people what to do, how to do it, and why

⁴⁴ Now Hear this, 2009

⁴⁵ Now Hear This, p.10

Campaign in its communication must call for an action, or more. To this end, you would need to determine several things. Among these, two that are most suggested and are found very useful in this study are the following.

- i. Are you asking for one-time behavior change or a long-term commitment?⁴⁶
- ii. Are you talking to a willing audience or a skeptical one?⁴⁷

Answering these guides the audience to behave according to the specified action and/or actions that the campaign calls for.

f. Make the case for what action is needed now

Once the call for action is attained as mentioned above, the audience must be ushered into taking action as per the call. This is to justify the timing, because the audience wants to know why at that specific time. The public wants to know what to do, how to do it, and why now.

g. Match strategy and tactics to target audience

Matching strategy and tactics is finding the best way out in implementing as planned, i.e., it is all about taking calculated risk. In other words, it means thinking innovatively to reach the target audience of the campaign and deciding the best way forward that best fits the objective and budget. "To break the noise and get your target's attention: think differently [and] try something new".⁴⁸

⁴⁶ Now Hear This, 2009

⁴⁷ Ibid

⁴⁸ Ibid

The tactics may include, but not necessarily limited to, appointing the best spokesperson, using of media, creating platform to be interactive, considering experimental approach, and branding.

h. Budget for success

In communication campaigns, budget is often the bottleneck. At times, from lack of understanding about the use of campaign, the budget is always not as it deserves. Money may not be the root of all evil, but a shortage of money is nearly always a recipe for failure. Therefore, one needs to budget realistically, and include a fundraising plan. It is advisable not to start a campaign that has no budget as much as it deserves to see through to a successful finish.

i. Relying on experts as needed

In any exercise, using the necessary expertise is a must. Failure to do so is tantamount to planning to fail. Some people think that they have to do everything themselves rather than relying on people who have the core competency to do the task professionally. It is always a must to involve experts in the needed area, to be successful as professionally as possible. "If you want to communicate effectively with target audiences, hire strong communications counsel either in house or out-of-house."⁴⁹ Generally speaking, the above checklist shall function as guideline for looking at the campaign communication strategy of the ASV.

To sum up, communication is one part of human life and is a means to understand one another. Campaign is also an idea that needs to be communicated to its audience. It plays

⁴⁹ Now hear This, 2009, p. 23

greater role in connecting the audience with the campaign message. Therefore, campaign is highly dependent on communication. Campaign has to devise its communication strategy with the best methods so that the campaign message is not only received, but also understood. All these exercise is dependent on communication both directly and indirectly.

Chapter III: Research Methodology

Introduction

This chapter gives an overview of the research approach adopted in this study. It looks at the research methodology and the tool adopted to achieve the objective of this study.

3.1 Research Method Adopted for the Study

This study finds it that qualitative research is a better approach. This is because qualitative research is known for its explanatory power and for the richness and depth of information it generates. Rather than standardizing to describe the norm, qualitative research seeks to explain differences.⁵⁰ The decision to choose a specific methodology should be based on its suitability to answer the research questions.⁵¹ This asserts that qualitative research emphasizes the process of discovering how the social meaning is constructed and stresses the relationship between the investigator and the topic studied. It is argued that qualitative research refers to the meanings, concepts, definitions, characteristics, metaphors, symbols and descriptions of things, while quantitative research referred to the measures and counts of things. Hence qualitative approach was deemed appropriate for this study.

3.2 Data Collection Tools

Data was collected using three qualitative research tools: document analysis semi-structured interview, and direct observation.

⁵⁰ Holland and Campbell (2005)

⁵¹ Bryman, 1988

3.2.1 Document Analysis

A document is any substance that gives information about the investigated phenomenon and exists independently of the researcher's actions. It is normally produced for specific purposes other than those of the research but the researcher can use it for cognitive purposes, e.g. letters, newspapers, diaries and websites.⁵² This confirms that *the most important use of documents is to corroborate and augment evidence from other sources*. Number of advantages of the documents analysis are that it is: non-reactive, helps the researcher to study the past, and is a cost-effective method as the information has already been produced.⁵³

3.2.2 Interviews

The ASV campaign even though not officially closed, finding the documents in order was one of the challenges in this study. In order to fill the gap, a semi-structured interview was conducted with the campaign focal person.

Interviews are effective research instruments for getting deeper insights about how people experience, feel and interpret the social world.⁵⁴ The literature on research methods has largely identified three different forms of interviews (structured, semi- structured and unstructured interviews). However, semi-structured interview is the most widespread type used in qualitative research.⁵⁵ This kind of interview is flexible enough to allow the add or remove questions and probe for more detailed information by asking follow up

⁵² Corbetta, 2003

⁵³ Ibid

⁵⁴ Corbetta, 2003

⁵⁵ Dawson, 2002

questions for more clarification. It is significant because a prime concern is focused on understanding the out come of the communication strategy that is not on record.

3.3.3 Personal Observation

Another data generating mechanism employed was personal observation. Direct observation implies that the observer watches and listens to events directly.⁵⁶ The observation can be guided through a set of questions that an investigator attempts to answer. As an employee in the same organization the researcher has had the opportunity to observe the experience as it unfolds.

3.4 Sampling Techniques and Procedures

It was difficult to gather every data related to the ASV campaign from archives. Therefore, only available data was exploited to generate the necessary information. This study, thus, employed purposive sampling technique to select texts from the documents mentioned above. Accordingly, the data (texts) for analysis were collected based on the following trends of events.

One was the communication strategy itself, followed by tracing the reports of the public dialogue that the communication strategy put a high emphasis on. To this end, the available activity reports from all the public dialogues were deliberately taken in to account because it can demonstrate how the process evolved and what has been achieved.

⁵⁶ Thomas, 2003

Chapter IV: Data Presentation and Analysis

4.1 The African Shared Values Campaign Communication Strategy

4.1.1 Background

The African Shared Values Campaign Communication Strategy is an independent strategy that is developed by an international communication consultant. No document is found as yet to show if there was a competitive bidding to award the task. All what is known according to the informant is that a partner, namely GIZ, offered to take that task of developing the strategy and accordingly it hired the consultant on behalf of the DPA/AUC⁵⁷.

[The] consultant was retained to figure out what needs to be done in terms of communication for the year of Shared Values, to pull together a communication strategy, to present, explain and garner support for this strategy to DPA leadership, and to suggest ways to prepare DPA leadership for their role in implementing the Year of Shared Values communication.⁵⁸

In carrying out this task, “the consultant has engaged with the AU Department of Information and Communication to determine the resources this group has made available to assist with communicating the Year of Shared Values and the best ways to integrate this work into their ongoing work plan.”⁵⁹

⁵⁷ ASV focal Person in DPA

⁵⁸ The ASV Communication Strategy (p.01)

⁵⁹ The ASV Communication Strategy (page??)

By definition ASV is an exercise among all member states, the AUC being the implementer. Of the AU different organs, the Department of political Affairs is entrusted with the responsibility of coordinating and executing this task.⁶⁰

The African Shared Values Campaign is conceived through the decision of the commission that dedicated the year 2012 as the year of African Shared Values. This is not unique to ASV alone, each year is always dedicated after an important topic that the commission want to raise public awareness about. "African Union dedicates each year under its different thematic areas, and accordingly, the year 2012 was dedicated as the year of African Shared Values.⁶¹ This presented a challenge to do something about communicating the year of Shared Values. It did fall on the eve of the 50th anniversary of the OAU/AU that presented an opportunity to capitalize on the occasion to start a campaign.⁶² As a result, the campaign was born.

According to the strategy, there was a sense of urgency to begin activities that can continue throughout the remainder of the year and beyond. "[Therefore] a somewhat aggressive communication plan was thought to help ensure that Shared Values would find a place in the heart and minds of African people during 2012 and beyond"⁶³.

In the text above the phrase 'remainder of the year' and 'sense of urgency' could indicate that the campaign did not start timely. According to the activity report in November 2012,

⁶⁰ ASV focal Person in DPA

⁶¹ ASV focal person

⁶² Ibid

⁶³ the ASV Communication Strategy, p.01

the first ever activity of the campaign took place in Dakar in a form of media exercise⁶⁴. Even if there is no supporting document as to why it was delayed that long, one can easily see that the activity came too late, in the 11th month of the year of African Shared Values. This could have negative effect on the campaign as it moved on. The sense of urgency that was mentioned in the strategy suggests that there was rush to do some kind of activity before the year ends. And reports tell us that the rest of the activities of the campaign took place the following year. The following year was the 50th Anniversary of the AU and the year was dedicated as 'Pan Africanism and African Renaissance'. This explains that there was a rush to get started with the activities before the year 2012 ended. Accordingly, the planning would get affected, particularly the preproduction and postproduction phases. There would be no time to pretest messages, and carry out a thorough research.

4.1.2 Research

Looking at the claimed research in the strategy, there is no explanation as to what kind of research methods were used to get at the research findings. Neither was there any enclosure. However, in the strategy itself, the consultant notes "From our conversations with AU staff and research on the Commission in general, a values focus for 2012 is of interest but also has the potential to be misunderstood and even overlooked"⁶⁵.

One would assume, the interview summary would be enclosed in the strategy, but it is missing. The consultant further claims that extensive research has taken place on top of the conversation/interview.

⁶⁴ report from Senegal

⁶⁵ ASV Communication Strategy

In the past few months, I have met with leaders within DPA from Mrs. Joiner on down, reviewed all relevant documents on Shared Values, elections, governance and human rights, reviewed speeches by the Chairman of the AU Commission, Member States heads (from addresses during recent summits), Mrs. Joiner and other commissioners in the past three years; reviewed January 2012 AU summit reports and news releases, reviewed print media clippings on AU Shared Values, talked to media reporters working for global outlets, and discussed the potential inherent in the Year of Shared Values with civil society leaders in several parts of the African Diaspora. I have interviewed bilateral and multilateral agency staff, and donors, to determine their ideas and impressions of Shared Values. I have also considered how previous special years were communicated in order to determine an approach that distinguishes 2012 Shared Values from the many other special years that have preceded it. All this was done in order to determine current perceptions of Shared Values held by some of the AU's key constituents.⁶⁶

It seems that rigorous research has taken place as claimed in the strategy. While this is commendable, its validity is questionable. This is because it does not provide the evidence and the necessary methodologies.

4.1.3 Rationale

The research undertaken provided the rationale: "opportunities to communicate in new, assertive ways that can engage a broader base of people and help position the African Union more effectively as the continents future".⁶⁷ This resonates with the new African Union motto 'towards an Integrated, Peaceful, and Prosperous Africa'.⁶⁸ It sounds that

⁶⁶ Ibid, p.2

⁶⁷ ASV Communication Strategy, p.3

⁶⁸ the AU Constitutive Act, 2000

SWOT⁶⁹ analysis has taken place to identify the opportunities behind the rationale. Thus, the strategy must be commended for having the rationale that provides link that falls within the overall goal of the AUC.

4.1.4 Philosophy

The Strategy notes that it is not 'another business as usual'. In other words, it seems it wants to move away from the regular trends of communication activities to bring about a meaningful exercise different from what has always been done.

The dominant challenges are: to showcase how the African Union can and will catalyze meaningful discourse and thinking about critical issues facing the continent and its future; to demonstrate tangibly that the AU recognizes the need to commit to a set of underlying values that will guide the organization and also set a framework for the continent, and to show the world that the AU can and will operate based on a fundamental set of values that are critical to the continent's future success.⁷⁰

To this end, the significant challenges, i.e., where the philosophy emanates from, according to the strategy include: harmonization of external opinion and internal efforts, generate excitement about the concept of ASV, and motivate AUC staff members around this thematic area.

⁶⁹ Strength, Weakness, Opportunities and Threats

⁷⁰ The ASV Communication Strategy

4.1.5 Objective

The strategy has set four objectives in three phases, namely, short term, midterm, and long term.⁷¹ Each of them has different time frames. The short-term objectives are awareness raising thought leadership⁷². Awareness raising targets the public, and aspires that at least 15% of the population that live in the selected cities where the campaign takes place be able to recognize what ASV is. On the other hand, thought leadership aspires to convince media, religious and academic thought leaders in at least 5 African capitols state that they believe adherence to Shared Values is critical for Africa's future. Both target July 2013 AU Summit.

It was more than a year when this research was conducted. No survey was done to find out if these goals were met. According to the activity reports, the campaign has not taken effect in all the five cities.

Objective Three targets to achieve internal integration by the end of 2015. At least 51% of the AU signature programs include constituent engagement around Shared Values⁷³. On the other hand, Objective Four – with internal culture and credibility objective – targets a culture of Shared Values is evident throughout the AU Commission with at least 1/3 of the Member States ambassadors and 15% of AUC staff stating that they believe a focus on

⁷¹ The ASV Communication Strategy

⁷² Ibid

⁷³ Ibid

Shared Values has improved the AU effectiveness, including its operations by the 2016 January Summit.⁷⁴

Time is not there yet to deliberate on the mid term (Objective there) and the long term (objective four). However, the campaign was interrupted before even achieving the short term. The bench mark – July 2013 – that was put as the time frame was not adhered to. Activities were on going during this time. Therefore, one can argue that the time frame was unrealistic. According to the activity reports, the Addis Ababa public dialogue and media engagement in Johannesburg took place in July 2013. This suggests that objective time frame was not realistic. Moreover, the ASV campaign is no more active since then. July 2013 was the last time ASV activates took place. This can also suggest that the objectives were not realistic.

4.2 Communication strategies employed in the African Shared Values Campaign

The primary vehicle with which the communication strategy seeks to realize its goal is public dialogue. “The core of the communication strategy [...] revolves around [...] community dialogue, societal reflection and debate at multiple levels of Africans and the Diaspora.”⁷⁵ In other words, the communication strategy attempts to achieve dialogue within the African Community that brings forth societal reflection that result in changed behavior. That is to say, the discussion would uncover potential interest in the pan-Africanism mentality under the African Shared Values.

⁷⁴ Ibid

⁷⁵ The ASV Communication Strategy

The most dominant communication strategies as presented in the African Shared Values Campaign document to achieve its goal are: roundtables, media placement, media relations, public dialogue, website, social media blog, radio program, media relations, and PSA.⁷⁶ However, public dialogue is the chief communication strategy that the campaign exploited. "The most dominant [activity] was public dialogue. The rest of the activities be it the Facebook, or twitter, or the website, all directly or indirectly resulted from the public dialogue."⁷⁷ Speeches, publications, trainings, and debates are also presented as complementary to the above strategy in one or more than one of them.⁷⁸ We shall look at each of the strategies one by one with particular emphasis on the public dialogue.

4.2.1 Roundtable

Round table is identified as a strategy that can happen as AUC leadership travel in selected African cities. It aims to invite member states ambassadors to lead round tables designed to discuss how Shared Values can apply to the changes of Africa currently. In other words, it is a platform to engage African diplomats as well as AUC leadership in a round table discussion in thematic areas such as democracy and governance, human rights, election, humanitarian assistance, displacement among others in relation to ASV.

This study finds this strategy impressive for it would bring together actors to discussing the issue in a fashion that it informs the general public. However, no round table has ever taken place in the short-lived history of the ASV campaign. The focal person affirms that

⁷⁶ ASV communication strategy, p.8

⁷⁷ ASV focal person

⁷⁸ Ibid

there was no such platform organized. Therefore, one could understand that it is only a strategy included in the document with no implementation. This begs for question whether it was simply included to make the document look nicer or it just fallen through the cracks during the period of implementation? The possible answer would be that the fact that the strategy suffers from lack of sufficient budget could cause it. Most importantly, the production period would have brought this up had there been one. In general it implies that it was not planed properly.

4.2.2 Media Placement

The document highlights the importance of placement of editorials and think pieces written by AU leaders on the topic of shared values in major media outlets both globally and regionally.⁷⁹ Such activity is always a plus to keep the discussion going and the public remains engaged with the topic. Therefore, it is a commendable exercise to complement the rest of the activities, particularly the public dialogue. However, there is no evidence found in the documentation that such an activity has taken place. Would it be the poor documentation?

The focal person answers that there was no editorial written by AU leadership that was published in any media. Therefore, it is not poor documentation, but another well meant strategy that never materialized. Hence, one would ask why? This may not necessarily be an expensive venture. If the editorial is written getting access to the media may not be a problem. Thus, the answer would be that there was no expert assigned to coordinate such tasks. "The implementation was taken care by the company contracted by GIZ sitting in

⁷⁹ ASV communication Strategy

USA.”⁸⁰ The fact that the consultancy firm was working remotely from Afar contributes largely in this exercise. Had there been someone full time dedicated to run the activity on the ground, this would have been different.

4.2.3. Media Relations

The document suggests to organize media based activities – television shows and debates such as BBC’s Africa Debate, CNN’s Inside Africa, Institute for Global Dialogue, and Africa Leaders Forum – on which AU leaders can be engaged in discussing the ASV.⁸¹

This exercise has two major problems from the very beginning. The very fact that the strategy suffers from research has made it result in being: one, inconsiderate of the regional media, and two, inconsiderate of none traditional media that the public would have been engaged. This can be attributed to the pre production that suffers from lack of adequate research must have ill informed to coming up with the suggestion. However, as an activity, it is worth considering for it would enhance the discussion on ASV. Yet again, this exercise took place very nominally.

The focal person confirms that there was no program aired of this kind on TV or radio, be it nationally or internationally. However, the DPA commissioner had had an overall interview in different occasions in which ASV issues were also included as one topic, but there was no

⁸⁰ the ASV focal person

⁸¹ ASV Communication Strategy

exclusive interview on ASV.⁸² This would make us understand that no effort has been exerted to this effect. Again this is the result of lack of adequate research and budget.

4.2.4 Public Dialogue

Most of the ASV activities revolve around the public dialogue. It is described as the chief strategy that the campaign used, not to mention that documents reveal that it is the one that actually took place. The focal person confirms that it is the most dominant one. The document suggests that the public dialogue to take place in five to six cities between the year 2012 and 2013.

The tactic it puts in place is to bring together participants from the general public as well as from academia, government, civil society, religious leaders, youth organizations, and traditional leaders to discuss values that are needed for Africa's future peace, stability and prosperity. To this end, it would like to hold the public dialogue face-to-face, via community radio, via blog radio, via web-based chat forums, the AU website, and complementary websites.⁸³

This strategy has been put in place in three occasions. Pending its effectiveness for discussion in the following sub section, it is the one that can be considered to have seized to materialize. At least 3 out of the six planned public dialogues have taken place. Was it successful in bringing together the people from the aforementioned walks of lives and

⁸² The ASV focal person

⁸³ The ASV Communication Strategy

how? That cannot be answered satisfactorily because there is no monitoring and evaluation that took place. The activity reports that are consulted only confirm the number of participants, but fail to answer how the participants were drawn. More importantly, proceedings of the public dialogue are unavailable. Again it was not considered from the beginning or it was misplaced as a result of poor documentation.

4.2.5 Website

The Campaign understands the importance of the use of website and has used it as one of its strategy. It has created ASV website accompanied by social media, Facebook and twitter. The objective of these tools is to prompt discussion about shared values.⁸⁴ Even if there is no feedback on the performance of both the social media and the website, its mere existence is evident for it has been put in place. Nonetheless, it has not accomplished as much. Its service is interrupted since August 2013. As can be seen on the sites, it was never updated regularly and the traffic towards it was very low.

4.2.6 Blog Radio

ASV aspires to reach not only Africans in Africa alone, but also Africans in the diaspora. In order to prompt discussion throughout the diaspora, the strategy suggests the use of blog radio. Understandably, blog radio can be useful to reach as many audiences as possible, particularly in the diaspora.

⁸⁴ ASV communication strategy

In effect, however, it was not exploited at all. There is no report as such that confirms its usage, not to mention that it is not available on the actual sites of the ASV. Therefore, even if it was well meant and is impressive to be incorporated in the overall strategies its implementation is none existent. This suggests that it is just another well meant strategy with no implementation.

4.2.7 Public Service Announcements (PSA)

The ASV aspires to reach its audience through PSA in a form of awareness creation efforts to showcase how the ASV and are being applied in critical issues in Africa.⁸⁵ However, no PSA developed is found. This implies this activity too has never taken place.

Apart from the public dialogue, online presence took place in a form of website social media. Media engagement has also been there in few occasions. The rest never materialized. It could be argued that could be because the campaign was a short lived one, but even with what has been done so far they were not there. Would it be because it was not filed in the reports? "The suggested activities were interesting, unfortunately many of them never happened."⁸⁶ As the informant put it clearly, they were all good intention that never took effect in real terms. Therefore, the methods may have been neither realistic, nor well thought of.

4.3 ASV communication strategy vis-à-vis the Theoretical Frameworks

⁸⁵ the ASV communication strategy

⁸⁶ ASV focal person

The Communication strategy can also be discussed against the different phases of a communication strategy, namely planning, implementing and evaluation. The following sub sections discuss that.

4.3.1 Planning Phase

This phase includes both preproduction and production stages. According to the strategy, it has had its own research followed by analysis that resulted in this communication strategy.

The ASV communication strategy is not accompanied with a plan of action. At the least it is not documented and is not available for reference. "I must admit that one of the rooms for improvement in the ASV Campaign is that we failed to have a plan of action as a roadmap. As a result of this, there was nothing that we can follow up with the consultant. I'm sure the consulting firm may have its own, but it was never shared with us⁸⁷," says the informant answering to a question if the action plan is there.

The fact that the action plan is not available makes one think either, it was not developed, or it was intentionally made unavailable. Thus, as the informant admitted in the interview that it made the supervision uneasy, and left the office in the dark. More importantly, the lack of the action plan might be one of the reasons for the department not to peruse it. In order to pick it up from wherever it is left, one needs to develop a new plan of action that will have a logical flow.

⁸⁷ The ASV focal person

Bottom line, the corner stone of the strategy – plan of action – is missing. Therefore, this research takes note that the communication strategy has severely suffered from the lack of plan of action for it seems that activities have taken place randomly.

a) Preproduction: Research

It is self evident that research is the basis to starting anything. If you know what you want to tackle, it is easy to go about it. As discussed in the 2nd chapter of this study, research is a detailed study of a subject, especially in order to discover information or reach understanding of the audience and the subject matter. It is the foundation of the campaign, and is the basis to plan effectively.

The research, as summarized in the previous sub section, has informed the preparation of the communication strategy.

Because values are personal and can be intangible, the Year of Shared Values communication must help Africans look inside themselves and within their societies and countries. Because there is no one list of “the correct” shared values for Africa, and because the topic itself generates questions, this communication strategy suggests a fundamental concept to guide this work: that instead of giving the world the answers (according to the AU), we will engage Africans and others in the Diaspora in productive debate and discussion on a fundamental question – what shared values are most important for Africa’s prosperity, stability and future?⁸⁸

The extract above explains what leads the communication strategy to focusing on engaging the target audience in dialogue. The fact that there is no consensus out there as to what the

⁸⁸ ASV Communication Strategy, p.12

SV itself is, the communication came up with a solution to rather trigger the debate and advise the ASV program itself with the outcome from the dialogue.

As far as this research is concerned, it seems some work of research has taken place as is claimed in the strategy. However, its validity is questionable for it has failed to provide the evidence and the necessary methodologies. There is no mention of how its research has informed the strategy to come up with the activities it outlined.

Good or bad, we have pre-production research. But the question would be, has it informed the production? The answer, as far as this study is concerned, is no. The reason is that no testing of the message has taken place.

b) Production

It is not only research that is planning, but also producing. The production, informed by the pre-production – research about the topic and the audience – informs the message crafting. Furthermore, it tests its effectiveness before going into implementation with form of sampling target audiences.

To this end, there was no testing that the strategy mentioned about. Neither the focal person knows about that too nor report was available that indicates how the production phase took place. Thus, one would ask was it because the message – towards an integrated, peaceful, and prosperous Africa – was given by the AUC itself that no effort was there? Or was it just an oversight?

The end result is that no testing has taken place. The testing of the message contributes a lot in shaping how and when it shall be transmitted. It can also inform which medium to use. Except for the fact that the strategy on its own decides that public dialogue is the best medium, there is no logical argument which way to go about. This results from the lack of testing. Thus, one would ask, would the ASV campaign take a different course as opposed to public dialogue as its chief communication strategy? It is difficult to answer that now; however, had it had done its preproduction research that informed the production, this question wouldn't have been asked at all.

4.3.2 Implementation Phase

The Communication Strategy has failed to provide us with its plan of action through which one could have better understanding of what was planned. Moreover, there was no uniform activity reporting from which the research deduced how it went. "I cannot help much here, I have not seen the plan of action either, nor have I seen all the activity reports."⁸⁹

The activities in the implementation phase, according to the communication strategy, were: public dialogue, societal reflection, and debate at multiple levels.⁹⁰ Of the six public dialogues planned, one per sub region (north, central, west, south, east, and the horn, of Africa) only three took place. Activity reports indicate that it took place in Banjul – the Gambia, Tunis - Tunisia and, Addis Ababa – Ethiopia. However, two media events have taken place in Senegal and South Africa.

⁸⁹ the ASV focal person

⁹⁰ the ASV communication Strategy

The implementation has fairly covered the plan, even if fell short of accomplishing all. Without going into the impact, which is not the interest of this study, one can see that activities have taken place. This research failed to find revised version of the communication strategy. What was available was the original one. Was it because it was impeccable and there was no room for improvement? This could have been answered well had there been a monitoring and evaluation mechanism.

4.3.3 Monitoring and Evaluation

Monitoring and Evaluation is key component in campaign. No monitoring and evaluation mechanism was attached to the strategy; hence, one can infer that there was no closer follow-up from which the campaign informed itself and acted accordingly. The campaign is now cold, if not dead. "Currently the campaign is on hold for lack of fund; I hope it will resume whenever fund is available."⁹¹ There is hope to resume as soon as fund is available. However, no evaluation was made that could inform future action.

The monitoring and evaluation could have informed us why at the specific time, at the specific place, why media engagement than actual dialogue, and many other why's. Moreover, it could have also helped the campaign itself to track record its activities and assess its effectiveness in a timely fashion to better prepare for the following ones. It has left many unanswered questions as to 'why the campaign is no more there now'.

⁹¹ The ASV focal person

4.3.4 Goal Setting: clear and measurable goal

Goal setting is one of the planning activities. Any communication strategy is expected to set goals like any other activity. An activity without a goal is like an un-choreographed dance. And the effect would be very nominal, if not none at all. Normally, a goal is an overarching aim that the Campaign wants to achieve through the instrumentality of different mechanisms.

There is nothing that indicates boldly that the ASV communication strategy has a goal of its own. However, when reading between the lines, one can infer that the communication strategy aims to achieve the goal that “Africa is known throughout the world as a stable, peaceful and prosperous continent of democratic countries working together effectively and committed to unifying values.”⁹² This again links back to the motto – towards an Integrated, Prosperous and Peaceful Africa. In other words, this means, ascertaining a peaceful Africa by working together as its overarching goal.

The question here, therefore, is ‘has the ASV communication strategy set its own activity goal or goals?’ The answer is ‘yes’.

The four objectives that the communication strategy came up with to achieve were those discussed in subsection 4.1.5 above; it set their own goal. It was time bound and measurable. Though the activities have indicated the goals clearly, the effectiveness of the strategies is arguable.

⁹² ASV Communication Strategy, p.6

Goal setting, however, is not only putting the goal, but also making it realistic and measurable. Are the goals realistic in the ASV communication strategy? The answer is, “not necessarily true” because, as discussed above, even if they have some features of what a goal should look like, the goal fails to be realistic. Moreover, no monitoring and evaluation mechanism is attached to it that could allow it to be evaluated to make it efficient and derive the communication strategy.

4.3.5 Audience Segmentation

In its objectives, the communication strategy document has identified its target as two: the general public and the elite.⁹³ The general public is a bigger pool where the majority falls in, whereas the elite groups have many subgroups such as thought leaders, academia, AUC leadership and AUC staff, etc. One would wonder if this audience segmentation is enough?

Different age groups, gender, academic qualification and more can segment audience into groups. However, the communication strategy has come up with two groups. This is because the stimulation, gratification, belongingness, and world outlook among others differ at different levels given it is a continent wide audience that has diverse culture and language. No explanation was provided why the strategy segmented its audience in two major groups. This leads this researcher to presume that the strategy cared less to explain, or it did not find it important.

⁹³ ASV Communication Strategy

The lack of audience segmentation further overshadows the messaging itself. Unless the audience is identified clearly, putting all in one big group may make the messaging inefficient in conducting a meaningful campaign. This is because different groups would always have different interests, aptitude, not to mention preferences. One size doesn't fit all.

4.3.6 Messaging: Clear, Simple, and Concise message

Messaging is one of the major tools for succeeding in a given campaign. That must be why the ASV communication strategy, like many other similar communication strategies, has exerted its effort on messaging. However, messaging has to do not only with the overall goal, but also the audience on the ground. As is discussed above, the fact that how the audience segmentation was conducted is not explained, which would lead this researcher to be convinced of the fact that the messaging was not considerate of its audience.

The work of messaging goes hand in hand with audience segmentation. As explained in the 2nd chapter, messaging follows certain process from design to implementation, i.e., it has to be developed cognizant of the capacity and interest of the audience. Moreover, it has to be in a simple language that can easily be understood. Measured against this, it is difficult to argue that the ASV communication strategy did have such messaging. The fact that there was no provision of the baseline study made and the audience segmentation process suggests that the answer might not be in the affirmative.

- a. **Specify for people what to do, how to do it, and why**

The call for action throughout the strategy is 'towards an integrated peaceful and prosperous Africa'. It is derived from the overall campaign and is also the motto of the African Union. In other words, it is a call for action to a changed behavior and to work towards attaining that in all walks of life. It must be noted here if it is a one time change of behavior or a lifetime that is sought. The constitutive act of the African Union explains that the objective – among others – is to “promote and defend African common position on issues of the continent and its people.”⁹⁴ Therefore, it is a lifetime change that is aspired to. In a continent where ‘1.033 billion people’⁹⁵ reside, bringing about a lifetime change over a one year long campaign may be very ambitious.

The audiences were selected on the basis of willingness. Although such audience might be active in interaction, it would not represent all the continent’s audience.

b. Making the case for what action is needed now

What action the strategy calls at the time must also be specified. The timing of the activity must be justified. This too was missing from the strategy. Understandably, it may be because it is a broad one and may not necessarily have specific time. However, there must be explanation. More importantly, the audience segmentation would have dictated the timing. It was just left unexplained. For the public to have a one Africa attitude under the ASV motto, it must be explained why now, because unless the public is convinced, it may turn its deaf ear.

⁹⁴ Shared Values, p 08

⁹⁵ World Population Review < <http://worldpopulationreview.com/continents/africa-population> >

c. Elaboration of livelihood model

Elaboration of livelihood model, directly deals with the lively interaction that creates excitement and interest to moving forward. Pending their effectiveness for the next sub topic, one can say that this part should not have been incorporated as much for such a campaign. Given that the interaction was highly skewed from AUC directed to the public, which made it a one-way communication. Of course there were some techniques mentioned to make it engaging. Such activities were the blogging, public dialogue, suggestion collection, etc. But when one weighs between the two, it sounds that it is skewed towards the unidirectional approach as opposed to bilateral and multilateral one.

d. Instrumental learning

Such approach has to do with credibility of the source of information. The fact that the strategy diversified from academia to civil society, from AUC leadership to renowned personalities and more exhibits that it has been well considered in the ASV instrumental learning. What was perhaps missing was the incorporation of some incentives. Having considered incentives would have been a plus.

e. Behavior change

The whole idea of ASV as is discussed in the previous chapters is to bring about 'an integrated, peaceful and prosperous Africa'. One of the first requirements for this is having different approaches that stimulate the interest of the people in the ground in their own way. In other words, moving from business as usual to a new approach in a bid to helping people to be look at Africa from a different perspective, i.e., changed behavior. Therefore,

the communication strategy was supposed to be crafted in such a fashion that constructs such an attitude so as to enable the desired changed of behavior.

The ASV communication strategy attempts to achieve this by opening up the topic itself for discussion in order to raise awareness. However, the aspired changed behavior was not spelt out clearly in a fashion any campaigner at any place and time could easily understand and implement it accordingly.

f. Message frames

The message of the ASV campaign never changes. It is one and always remains one. It is catering for 'an integrated, prosperous, and peaceful Africa'. Nonetheless, it can always be reinterpreted in a fashion that fits to the target audience. However, the communication strategy is designed in such a centralized fashion that doesn't consult the situation on the ground. The public in one corner is different from one another; therefore, it should always leave room to accommodate interpretation based on the situation on the ground.

The researcher believes that this has been overlooked in the communication strategy where it is not provided for. Again based on the audience segmentation, there should have been a room for repackaging the message.

g. Self-efficacy

Self-efficacy is enhancing the capacity of the individuals to be at the level where the campaign wishes them to be. In other words, the campaign wishes the people on the

ground to be informed of the ASV and be able to think along that line in their regular activities. It is not a mere dissemination of information that can attain this. Rather, making the campaign a household name with which people start living it practically. This has to do with message framing too. The messaging would have to not only excite them, but also call the audience to an action and live it.

h. Matching strategy and tactics to target audience

The only way to match the strategy and tactic to the target audience is to understand the context in which the campaign takes place. The cultural fabric, interest, and the like must be researched and a way forward shall be developed to the very specific people or culture. Except holding a generic public dialogue, there was nothing that took such an action into consideration in the ASV messaging.

i. Reasoned action

Reasoned action is the action that results from the reasoning of the target audience of the campaign. Hence, the communication strategy may wish to consider its call for action to be logical to lure the attention of the receiver and result in a reasoned action. By definition, there is no effect without a cause. If the changed behavior is the action that is called for, i.e., the effect, then the method with which the message is framed is the cause. This can only be achieved if the logical frame is well set and is campaigned accordingly.

The communication strategy calls for action, it calls for changed behavior too, but whether or not the way it does calls for a reasoned action doesn't seem to have been thought of. It

simply wants to let the information go on and people talk about it. That on its own doesn't allow the campaign to achieve the aspired result. Even if it is there in the communication strategy implicitly, it is not clearly indicated.

j. Uses and gratification

This concept is about helping the audiences not only to understand, but also to be lured by the theme of the campaign. The gratification for embodying the concept and acting accordingly is the driving force. If a campaign is about a certain product, the gratification is to be tested immediately. But when dealing with concepts that are abstract, it will have to be vivid so that the audience get excited about it and visualize it.

Do we have this in the communication strategy of the ASV? As to how much the strategy cared about how it communicates its messages, what tools it uses and the like, this researcher has not found any activity that would lead to awarding gratification to its audience in such an attractive fashion. One can argue that the making of 'an integrated, prosperous and peaceful Africa' on its own can be of a gratifying reward. However, the road to that is not easy, therefore, one needs to convince people to come together under this umbrella. To this end, awarding active participants with recognition or more would create a fertile ground for people to start looking at the process seriously, and end up being not only agents of the bigger picture, but also the vanguards of the very idea itself.

More importantly, it should be noted that the public dialogue is not necessarily a public one for it brought elites alone. Including participants from the grassroots would generate better

dialogue, not to mention creating sense of belongingness. The activity reports, panelists list reveal that it was the elite that was involved in the dialogue.

Speaking with a personality that the public trusts – a Good Will Ambassador – makes a lot of difference in getting better attendance. Instead of listening to a complete stranger, someone close to people’s heart is always a plus. To this end, no indication was made that there was such a plan in the communication strategy.

Overall, despite all the attempts, the tactics of the strategy in addressing the community could only be appreciated for the aforementioned little efforts. Broadly speaking, however, it was not well prepared and designed. Here again the lack of the plan of action reflects negatively on it.

4.3.7 Budget for success

There is always a price for everything. The same is true with a campaign. According to the experience of the researcher, campaign is an expensive venture. Thus, allocating enough budget per activity is really the cornerstone for successful campaigns. In light of this, the strategy has shown indicative budget for which it must be commended. “The budget was well indicated, but we did not have a say on that as it was fully sponsored and managed by the GIZ. This is one of the factors that contributed to the discontinuing of the campaign.”⁹⁶ However, the campaign budget plan and its tracking system were not made available for

⁹⁶ The ASV focal person

the research. This posed a situation where the study could not comment on how properly it was apportioned to the tasks involved.

As in any activity, the budget should have been earmarked and put aside so that activities get charged against the budget line. However, the office had no control on that. This definitely gives no room for the owner of the campaign to control and manage it properly. As a result, the budget was reported to have run out before even achieving its first goals. Therefore, either the budget was so little, or the activity was over ambitious for the budget allocated. Whatever the case maybe, the budget has impacted the campaign severely.

4.3.8 Relying on experts as needed

In every discipline, expertise is needed, and communication is no exception. To this end, the communication strategy must be commended for allocating a communication specialist to design the strategy and implementation. However, the fact that the communication specialist – consulting firm – was from overseas shows that it is really lacking the nuance and the cultural context. Therefore, considering an African origin specialist with a good experience would have made a difference on its own.

4.3.9 Media in the Campaign

Media in the campaign was one big tool. It used all spectrums of media: from social media to traditional media. We shall see each one by one.

a) Social Media

In its social media, the ASV used Facebook⁹⁷ and Twitter⁹⁸. Given its being readily available and very useful if utilized very well, its usage is always a plus. The ASV Facebook page was created in 2012 and had 289 likes. The last time it posted an update was in August 2013. The ASV twitter handle had 900 followers. Since its start – October 2013 – it only tweeted 714. This is a very little tweet for a handle that has been there for two years now. Moreover, most of the updates were rather re-tweets. Its own last tweet was in July 2013.

Of course there should be a question that given the audience is African and the literacy rate and the internet facilities, it may not necessarily be a good idea to be heavily dependent on it. This researcher recognizes that social media in the ASV context is very useful as a complementary tool to other activities. Of the audiences, only the elites can benefit from it.

It must be for this reason that the ASV has used it not as its major outlet, rather as a complementary platform. However, the attendance to the Facebook for example, was so poor that it has only 289 followers. This exhibits that it was not fully utilized.

b) Website

The ASV website⁹⁹ was the primary medium of the campaign. The strategy has placed it at the heart of the communication. Therefore, a website with an attractive design concurrent to the branding of the campaign is made available. “The website was a good idea; however,

⁹⁷ <https://www.facebook.com/Africansharedvalues>

⁹⁸ <https://twitter.com/AUSharedValues>

⁹⁹ <http://www.africansharedvalues.org/en/>

it was being managed from the US. So as you can imagine it defeated the purpose.”¹⁰⁰ According to the informant, the campaign could not achieve reaching its audience as activities were limited and the supervision was very remote from miles and miles away.

The website is designed in an interactive fashion for outsiders to communicate and comment, all media exercises (such as audio and video) to be posted on it. Color also calls for African test. In a presentation the researcher attended during its launch, it was described as that it has followed the AU colors as well as African art. It is bilingual: French and English. However, most of the updates were the English side, the French one did not have much update. The latest update was in August 2013, and no activity since.

c) Press, Radio and TV

“In all the public dialogues, we have brought media not only to attend the event, but also to conduct interviews with the speakers.”¹⁰¹ The reports as well as the informant indicate that the media have covered the events. But their impacts have never been surveyed. Thus, no information is available for us to know whether or not it was successful. However, reports indicate that there were media engagements in Senegal, Gambia, Tunisia, Ethiopia, and South Africa. The one in Senegal was specially organized by the ASV campaign as the activity report indicates. That must be why it was included in the website. The rest were only mentioned on the website, but no copy was made available.

¹⁰⁰ ASV focal person

¹⁰¹ Ibid

d) Publications: tracts and goodies

The campaign has developed a brand of its own. Except for the cape and the banners, none of them were archived, again as a result of lack of fund. It is also observed that the materials developed were only made available to the staff members, not the public at large as was indicated in the strategy¹⁰². This has defeated the purpose and one could say that the objective was not met.

¹⁰² the ASV focal person

Chapter V: Conclusion and Recommendations

5.1 Conclusion

The overriding purpose of this study was to examine the communication strategy of the African Shared Value campaign. To accomplish that goal, it became necessary to identify the communication strategies used by the ASV campaign, examine the effectiveness of the communication strategy and demonstrate the strengths and limitations of the strategy. Accordingly the communication strategy employed were identified as roundtables, media placement, media relations, public dialogue, website, social media blog, radio program, media relations, and PSA. High degree of importance was given to public dialogue compared to the rest of the strategies.

The qualitative research analysis revealed that the communication strategy suffers from research, pretesting of message, audience segmentation, budgeting, assigning of expert, and monitoring and evaluation. This research highlighted that the ASV communication strategy is one of the contributing factors towards the discontinuation of the campaign. To put it in perspective, in regards to the three important steps of communication strategy for a campaign, the planning phase planning phase can be commended for its attempt to research, but its failure to test has failed in informing the communication which way could have been better. To be specific, the research was not comprehensive enough to suggest the best strategy for the campaign. The failure of the research overshadowed the message that resulted in message that was developed without knowing what is on the ground.

It is difficult to say much about the implementing phase. The campaign is short lived and it has not completed even its first phase. Of the five public dialogues only three have taken place. And according to the activity reports it was with selected few individuals that it has took place. If the public dialogue was meant for the public at large from all walks of life, then it was supposed to be open to all and info must have been made available. Thus, the implantation of the communication strategy has suffered a lot from lack of plan of action. As a result, the implementation was found weak. Specifically, the untested message contributed for the message to fall on deaf ear, considering the audience in one big group with no segmentation also hampered its effectiveness, and lack of budget was also found as major problem. Starting the campaign with no budget allocation has defeated the purpose. Finally lack of monitoring and evaluation has exhibited itself in poor documentation and unevaluated implementation.

The monitoring and evaluation is a watchdog of the overall activities. It helps particularly the implementation process. The implementation, as discussed in the previous chapter, is found weak. But it would have been corrected timely have there been monitoring and evaluation mechanism. The absence of monitoring and evaluation has, thus, reflected negatively on the over all communication strategy implementation as well as documentation.

The effectiveness of the African shared values from basic normative theories and models point of view suggests that there are loop holes that need improvement. The research pointed out its strength and weakness. The strategy, therefore, cannot be considered as an

effective one for it failed to be implemented. Either it was simply corroborated in the document to making it nice, or it is the verdict of ungrounded research. Therefore it can be concluded that the communication strategy has failed the campaign because most of the activities it outlined never materialized, and the ones materialized are also not fully met.

5.2 Recommendations

The following recommendations are offered as possible ways to enhance the ASV communication strategy effectiveness.

- The communication strategy to be comprehensive and effective, it would need to undertake research seriously. Therefore, a research would need to be designed that would gauge the nature and interest of the public to inform the production process.
- The production must be assisted with testing for its accuracy and purposiveness. Therefore, the ASV communication strategy would need to carry out testing of the message to ensure its effectiveness.
- Audience must be segmented in a logical manner. As a result, the general public shall be segmented in a manner that caters for all target groups in order of their interest.
- The implementation of the communication strategy must be accompanied by monitoring the progress and evaluate for continuous improvement and documentation. Therefore the ASV communication would need to put a monitoring and evaluation mechanism in place.

- Budget is important for the effectiveness of a communication strategy. Therefore, budget per item must be clearly indicated and be allocated. Accordingly, activities can also be prioritized based on the availability of the fund.
- Participants of the ASV public dialogues must be representative enough to bring out the best out of the discussion, and also instigate a mechanism to cascade the discussion.
- Medium of communication must mix both traditional and none traditional media to ensure effectiveness depending on the audience. In particular, none traditional mediums must be considered in rural settings. Therefore, the ASV communication strategy would need to reconsider its medium of communication advised by the research and the audience segmentation.
- Implementation of the communication strategy requires qualified expertise that is familiar with the subject matter as well as the target audience. Therefore, having expert, preferably team of experts, is strongly recommended to make the strategy on its own as well as its implementation effective.

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- www.africansharedvalues.org

Appendix

Appendix I: ASV Communication Strategy

Communication Strategy for the African Union Year of Shared Values

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Observations and Context:

In January 2012, the African Union declared this year as the Year of Shared Values. This follows a tradition within the AU of having a special programmatic focus each year. The presumption is that such program-year celebrations can help focus public attention and internal priorities on an issue or program critical to the continent – typically a focus that is current and worthy of additional attention. It is also hoped that such “special years” can help generate a sense of excitement about the AU’s work among various constituents and stakeholders. Special year celebrations at the AU compliment African traditions of community-wide special events.

There is currently a strong commitment among the AU leadership to “do something about communicating the Year of Shared Values.” The task of managing the Year of Shared Values was given to the Department of Political Affairs under the capable leadership of its commissioner Mrs. Julia Dolly Joiner.

There is also a sense of urgency to begin activities that can continue throughout the remainder of the year and beyond – and to connect this year’s Shared Values work to the ongoing work of the Department of Political Affairs (in 2012 and ongoing). From our conversations with AU staff and research on the Commission in general, a values focus for 2012 is of interest but also has the potential to be misunderstood and even overlooked. A somewhat aggressive communication plan can help insure that Shared Values will find a place in the hearts and minds of African people during 2012 and beyond.

This consultant was retained to figure out what needs to be done in terms of communication for the year of Shared Values, to pull together a communication strategy, to present, explain and garner support for this strategy to DPA leadership,

and to suggest ways to prepare DPA leadership for their role in implementing the Year of Shared Values communication. In addition, this consultant has engaged with the AU Department of Information and Communication to determine the resources this group has available to assist with communicating the Year of Shared Values and the best ways to integrate this work into their ongoing work plan.

In the past few months I have met with leaders within DPA from Mrs. Joiner on down, reviewed all relevant documents on Shared Values, elections, governance and human rights, reviewed speeches by the Chairman of the AU Commission, Member States heads (from addresses during recent summits), Mrs. Joiner and other commissioners in the past three years; reviewed January 2012 AU summit reports and news releases, reviewed print media clippings on AU Shared Values, talked to media reporters working for global outlets, and discussed the potential inherent in the Year of Shared Values with civil society leaders in several parts of the African Diaspora. I've interviewed bilateral and multilateral agency staff, and donors, to determine their ideas and impressions of Shared Values. I've also considered how previous special years were communicated in order to determine an approach that distinguishes 2012 Shared Values from the many other special years that have preceded it. All this was done in order to determine current perceptions of Shared Values held by some of the AU's key constituents.

From this research, I make several observations that impact on the recommendations that follow:

- a) The AU tends to utilize formal, ceremonial communication methods primarily for such special years: proclamations, news releases and speeches, for the most part.
- b) Often the gap between the announcement of special years and details on the operational aspects (how the AU itself will change and/or operate based on the special year focus) is wide.
- c) There is limited quantifiable evidence to suggest how such special years are perceived by the general public: the "evidence" I heard was anecdotal.
- d) Announcing special year-long foci is an often-used way for the AU to get media coverage with African media. Such media tend to be less eager to write critical stories (as compared to European media).
- e) Reporters for global media tend to be more critical of any disconnect between AU stated intent and AU internal actions.
- f) Typical AU communication – including for special years – tends to be one-way. As best I can determine, there are limited vehicles for AU staff (programme or communication) to regularly get feedback, or to engage in dialogue, with its constituents or with the media.
- g) People at grassroots levels are not a regular target for AU communication campaigns but they can be. In this year of Shared Values, in particular, it is critical to engage a broad-based constituent base as "values" permeate all aspects of African society and cultures.
- h) There is no agreed-upon list of the specific values that are included in the term "Shared Values." If such a list did exist, we suspect it would include: *good governance, respect for rule of law, democracy, human rights, gender equity, integration and collective responsibility across national borders (care/responsibility for all African people).*
- i) Because "shared values" is a term used by academics and management gurus in business contexts, it has the potential to be misunderstood if the

AU communication is not abundantly clear about what this Year of Shared Values is trying to accomplish - -and how the term “shared values” is used in the AU context. At this point, the term remains unclear to many AU constituents, both internally and externally.

- j) In order to catalyze lasting change, any communication focus on Shared Values must seek to shift individual and community attitudes, behaviors and actions permanently.

These observations provide opportunities: opportunities to communicate in new, assertive ways that can engage a broader base of people and help position the African Union more effectively as essential to the continent’s future.

There are also significant challenges, including:

- how to harmonize what may be said externally about the AU’s Shared Values with perceptions of the way the organization is run and makes decisions,
- how to generate excitement about a concept that lacks clear definition at this point, and
- how to motivate the AU staff internally to rally around another special thematic year, to name a few.

This cannot be another business as usual year; the public and other key AU constituents are likely tiring of special thematic years. The dominant challenges are: to showcase how the African Union can and will catalyze meaningful discourse and thinking about critical issues facing the continent and its future; to demonstrate tangibly that the AU recognizes the need to commit to a set of underlying values that will guide the organization and also set a framework for the continent, and to show the world that the AU can and will operate based on a fundamental set of values that are critical to the continent’s future success. Communication about the Year of Shared Values cannot just focus on external constituents. During 2012 the AU must lead a process in which it reflects upon its own operational values and engages its employees and leadership in making the internal changes needed to become a values-driven organization that can credibly help guide the future of the continent.

What are Shared Values?

When used in management and business circles, the term “shared values” means the explicit and implicit fundamental beliefs, concepts and principles that underlie the culture of an organization, and which guide decisions and behaviors of its employees, management and members. In a broader societal context, “shared values” refers to the enduring beliefs or ideals embraced by members of a culture about what is good and what is not.

Thus, when the AU talks about shared values the expectation from the outside world will likely be that this organization (AU) is willing to affect (or change) African society as well as its own internal culture.

Meeting the Challenge and Embracing the Opportunities

Because values are personal and can be intangible, the Year of Shared Values communication must help Africans look inside themselves and within their societies and countries. Because there is no one list of “the correct” shared values for Africa, and because the topic itself generates questions, this communication strategy suggests a fundamental concept to guide this work: that instead of giving the world the answers (according to the AU), we will engage Africans and others in the Diaspora in productive debate and discussion on a fundamental question – what shared values are most important for Africa’s prosperity, stability and future?

The core of the communication strategy that follows evolves around such community dialogue, societal reflection and debate at multiple levels of the African Diaspora. This proposed communication strategy builds upon a few fundamentals of life in Africa and its heritage:

- a) African societies have strong oral traditions: traditions which revolve around community-based decision-making, local leadership, communal responsibility, storytelling and family. Any communication work on Shared Values in Africa must reflect such traditions.
- b) Freedom and independence on the continent is highly respected. Shared Values communication must balance carefully the perceptions of protecting sovereignty with the misperception of enabling poor leadership. African citizens deserve Shared Values; the accompanying communication work must always make clear that governments and its leaders are accountable to their own citizens and voters.
- c) All voices deserve to be heard, from an uneducated trader in a rural village to the CEO of a multinational corporation.

Programming for the Year of Shared Values

Typically a communication strategy is developed in conjunction with thematic programme development. In this case, it is conceivable that the communication plan will start before Shared Values programming begins in earnest. Therefore, the Shared Values communication strategy may end up *informing programmatic decisions as well as reflecting their key intent and doing outreach to key stakeholders.*

To date the following suggestions for Shared Values programming are included in the 2012 Plan of Work for DPA:

- To host multi-stakeholder workshops on Shared Values instruments
- To organize policy dialogues on evolving threats and opportunities to Shared Values
- To organize ratification of Shared Values instruments with regional and national parliaments
- To sponsor commemorative days
- To draft model law on domesticating AU instruments

- To share best practices through annual forums
- To implement a Human Rights Strategy for Africa
- To host consultations on transitional justice and Shared Values
- To incorporate Shared Values into curriculum on governance at the Pan- African University (jointly with Social Affairs).

Commitment Period

It is important to note that we cannot recommend a communication strategy for Shared Values that is limited to 2012. This consultant believes that Shared Values must be a long-term commitment on the part of the AU and that an effective communication approach will require multiple years. It is likely that an effective way of managing Shared Values communication will be to view this not as a “special year focus” but rather as an ongoing commitment by the AU in order to move the continent forward – and to merge/marry Shared Values communication with communication about the overall work of the Department of Political Affairs. The year 2012 can be positioned as the launch year for the AU’s Shared Values. We recommend positioning Shared Values as inherent to the AU Political Affairs operations now and in the future.

It is likely that a Shared Values communication strategy will not be effective absent a long-term commitment; a commitment that spans many departments of the AU and is used to mobilize AUC leaders, its employees, Member States as well as external stakeholders.

It is also recommended that Shared Values be used as a launch pad to communicate the overall work portfolio of the Department of Political Affairs and to position DPA as an essential thought-leader within the AU.

Platform Points

As the Shared Values communication strategy is being rolled out and localized at sub-regional and country levels over the next 2-3 months, it will be important to keep in mind several key “platform” or “talking” points. These points must be illustrated with examples of AU programming and with examples from Member States of how the Shared Values can be “lived” at local levels.

The following three high level talking points can be used immediately to describe why the Year of Shared Values is underway:

1. Africa is a continent with strong values and the shared belief that we can and must take care of all our people. A commitment to strong values can help make Africa more prosperous, secure and peaceful going forward.
2. Africa must be united in its support for democratic principles, peace, and freedom of expression as cornerstone values. During this year of Shared Values the AU will help catalyze public conversation about additional values that are essential to Africa’s future.

3. With these conversations we hope to spark global discourse and ideas about how a values focus can make Africa stronger. We want to hear directly from the African people about values that are important to their countries and their lives.

Re-stated African Union Vision

All Africa can be peaceful, secure and prosperous when we work together.

Proposed Supporting Communication Vision

Africa is known throughout the world as a stable, peaceful and prosperous continent of democratic countries working together effectively and committed to unifying values.

Proposed Communication Objectives

The following communication objectives for the Year of Shared Values are proposed in order to move closer to realizing the Communication Vision:

Objective One: By the July 2013 AU Summit, at least 15% of citizens interviewed or surveyed in at least 5 major African cities recognize that the AU is leading an effort to promote shared values in Africa. (awareness raising)

Objective Two: By the July 2013 AU Summit, media, religious and academic thought leaders in at least 5 African capitols state that they believe adherence to Shared Values is critical for Africa's future. (thought leadership)

Objective Three: By the end of 2015, at least 51% of the AU signature programmes include constituent engagement around Shared Values. (internal integration)

Objective Four: By the 2016 January Summit, a culture of Shared Values is evident throughout the AU Commission with at least 1/3 of the Member States ambassadors and 15% of AUC staff stating that they believe a focus on Shared Values has improved the AU effectiveness, including its operations. (This is the internal culture and credibility objective)

In order to make a dent in the above four objectives, I propose three levels of communication engagement:

- a) **Short-term awareness raising activities** – through media, major speeches, existing AU publications and online presence, and training in communication strategy, media relations and public dialogue for key AU

staff including DPA leadership and Information and Communication staff as needed.

- b) **Medium term:** Catalysing public dialogue and debate in order to understand public expectations and concerns, hear what people on the ground want and think, give average citizens forums to voice their interests, and to bring about longer-term and sustained shifts in public attitudes, beliefs and perceptions.
- c) **Long-term culture change** within the African Union Commission itself. In order to lead the continent toward greater integration and unity through Shared Values – and to be credible in so doing -- the AUC itself must create and nurture a values-oriented culture. This will require a fresh look at leadership, vision and management and applying a values framework to all AUC work.

Communication Strategies with Proposed Activities and Tactics

Objective One: By the July 2013 AU Summit, at least 15% of citizens interviewed or surveyed in at least 5 major African cities recognize that the AU is leading an effort to promote shared values in Africa. (awareness raising)

Strategies for Objective One:

- A. To position the AU as a leader in applying Shared Values to the most critical challenges facing the continent.
- B. To generate awareness, excitement and commitment to African Shared Values within academic, community, religious, cultural, political and traditional leadership and youth in the African Diaspora.

Proposed Communication Activities and Tactics for Objective One:

Strategy A:

Sponsor Leadership Roundtables in African cities as AU leadership travel and work in these key cities. Invite Member States ambassadors to lead such Roundtables designed to discuss how Shared Values can apply to the current challenges facing Africa. Seek opportunities to connect Leadership Roundtables to election monitoring visits, work with displaced persons, governance framework and human rights, in particular.

Place editorials and think pieces in major news magazines and global newspapers written by and for AU Leaders on the topic of Shared Values.

Place AU leaders on key speaking forums, television shows and debates to discuss Shared Values such as the BBC's Africa Debate, Inside Africa (CNN), Institute for Global Dialogue, Africa Leaders Forum, etc.

Strategy B:

Hold public dialogues/conversations in 5-6 capitol cities in 2012 and 3-4 conversations in 2013 during which participants from the general public as well as

from academia, government, civil society, religious leadership, youth organizations and traditional leaders discuss those values that are needed for Africa's future peace, stability and prosperity. Such public conversations to be held face-to-face, via radio (especially community radio), via blog radio (for the larger Diaspora participation particularly), via social media, and via web-based chat forums using the African Union website, complementary websites and links to Member States websites as possible and practical.

Create a Share Our Values website and social media presence (Twitter, Facebook and UTube) to prompt discourse about Shared Values. Work with key universities throughout the Diaspora to engage student groups, researchers, policymakers, technocrats and academics in virtual discourse.

Create a blog radio programme on Share Our Values and create original programming (talk shows) to prompt discourse throughout the Diaspora.

Develop a media awareness effort designed to showcase how Shared Values can and are being applied to critical issues in Africa. Use AUC leadership and staff to discuss Shared Values and issues such as elections, humanitarian relief, peace and security, refugees, human rights, gender inequity and conflicts with media editors and reporters, especially via global radio and television programmes, editorial placements and advertorials.

Place AU leaders on talk radio programming in Addis Ababa, Johannesburg, Tunis, Nairobi, Dakar, Lagos and Cairo in the 5-6 weeks leading up to the July Summit. Focus of radio programmes should be on how Shared Values will make the AU more effective and help move the continent forward, as well as encouraging the public to join the discussion about Shared Values. As preparation for such interviews, deliver Media Interview Training to DPA Commissioner and key department leaders plus DIC leadership. Prepare briefing materials including FAQs, factsheets, draft speeches, talking points, draft news releases, announcement copy for AU website, Facebook and other social media.

Create a television "short" for DSTV in Africa showcasing Shared Values.

Engage key AUC staff and Member States representatives in continent-wide public discourse about Shared Values and the challenges they can help address. Such discourse can be catalysed by encouraging Member States to support forums, briefings, broadcast programming, community dialogues and "town hall meetings", essay contests in secondary schools, etc. in their home countries.

Create a Share Our Values suggestion campaign wherein the public can send their ideas about Shared Values to the DPA via email, post, fax, Twitter, Facebook or through a Shared Values website.

TIMEFRAME: APRIL 2012-JANUARY 2013

Objective Two: By the July 2013 AU Summit, media, religious and academic thought leaders in at least 5 African capitols state that they believe adherence to Shared Values is critical for Africa's future. (thought leadership)

Strategies for Objective Two:

Strategy C: Engage African Diaspora thought leaders, top-level religious leaders, academics and researchers in research, producing policy briefs, blogging, public speaking and media appearances to present their work and "evidence" on Shared Values.

Proposed Activities and Tactics:

Work with RECs, UNECA, UN agencies, bilateral agencies and universities to develop research platforms and to fund such work.

Support special issues on Shared Values with articles by thought leaders in pan-African publications such as African Governance, Africa Renewal, JeuneAfrique, The Africa Report, etc.

Place guest editorials by thought leaders on the subject of essentiality of Shared Values in newspapers across the continent and globally as possible.

Create a small speakers bureau of 6-8 African thought leaders to place on key speaking forums re: Africa's future and Shared Values.

Create a briefing papers series on Shared Values for use by religious leaders and academics for use with their congregants, students and colleagues.

Host discussion forums on at least 4 campuses of universities in Africa such as University of Yaounde (Pan African University), University of Ghana-Legon, University of Cape Town or University of Witswatersrand.

Create a Share Our Values blog overseen by AU staff with new postings at least weekly. Use AU interns and students from African universities to populate the postings.

TIMEFRAME: AUGUST 2012 –JUNE 2013

Objective Three: By the end of 2015, at least 51% of the AU signature programmes include constituent engagement around Shared Values. (internal integration)

Strategies:

D .DPA to engage all major AU departments in planning meetings around Shared Values to determine opportunities for joint programming, to assess results of Shared Values work, and to communicate the results and totality of AU's work on Shared Values to key constituent groups.

- E. DPA to monitor and record results of AU constituent efforts around Shared Values and to communicate them internally and externally.

Proposed Activities and Tactics:

Produce quarterly a Shared Values Report (electronically, beginning in 4th quarter 2012) to report to AUC staff and Member States the accomplishments of Shared Values work.

Work with DIC to create a story bank of interesting features on Shared Values, the public discourse and engagement process, examples of how Shared Values are working in Member States, applications of Shared Values to election monitoring, human rights (particularly freedom of expression), governance, transitional justice, refugees and displaced persons, humanitarian relief efforts. At least once per quarters DIC to pitch one of these stories to the media.

Work with Pan-African organizations such as AGRA, NEPAD, Africare, Forum for African Women Educationalists to develop stories for their websites, publication and targeted mass media on applications of Shared Values to AU internal operations and programming in the areas of agriculture (AGRA), governance and accountability (NEPAD), education (FAWE), etc. Present at meetings, conventions, summits of such Pan-African organizations.

Create a Shared Values section in AU Chairman's newsletter and create a vehicle for DPA Commissioner to also communicate directly to AU management and staff on Shared Values results.

Create an AU-internal Share Our Values suggestion box/web page.

Produce a Report to Member States on the work of Shared Values and a free-standing exhibit for use during the January 2015 and January 2016 Summits.

Objective Four: By the 2016 January Summit, a culture of Shared Values is evident throughout the AU Commission with at least 1/3 of the Member States ambassadors and 15% of AUC staff stating that they believe a focus on Shared Values has improved the AU effectiveness, including its operations. (This is the internal culture and credibility objective)

Strategies:

- F. AU Senior Management Team to look for opportunities to integrate a values focus into internal operations by engaging in administrative and management reviews, ensuring that Shared Values are incorporated into all programme and administrative areas..
- G. Create an internal communication programme to demonstrate how Shared Values work within the AUC and within Member States.

Proposed Activities and Tactics:

DPA leadership to work with Human Resources and Administration to produce a results framework to track progress within all departments of the AU on implementation of Shared Values.

Work with DIC to assign a specific DIC staff person to cover Shared Values and report on progress for internal communication purposes.

Produce stories and speeches for AUC Chairman and for departmental uses.

Host twice-yearly all-employee forums on Shared Values that are held face to face in Addis Ababa and replicated in regional offices.

Work with HR and Administration to create learning courses on Leadership and Shared Values and to make such training available to AU staff and Member State representatives.

Work with staff responsible for Africa Governance protocol/framework to incorporate Shared Values into it and to communicate results.

Develop template news releases on Shared Values for use by Member States ministries of information when promoting Shared Values to their in-country media.

Create Shared Values public service announcements (radio and print) for use in Member States. Create an advertising advisory panel made up of marketing and advertising executives from African media markets to help with such efforts.

Summary of Key Short-term, Mid-term and Long-Term Activities

Short-term awareness-raising:

Public activities that focus attention on the AU's commitment to Shared Values

Timeframe: April – November 2012

Focus locations: 6-7 media centres of Africa:

Addis Ababa, Nairobi, Dakar, Johannesburg, Accra, Lagos, Cairo, possibly Banjul

Types of activities:

- Arrange speeches, presentations and other public platforms by AUC leaders on Shared Values both with Africa and outside of it
- Print media guest editorials
- Brochure distribution to civic, community and religious groups
- News release distribution and media briefings as needed,
- Stepped-up online and social media presence including new page on AU website and home page banner, "Cause" on Facebook, Twitter about Shared Values, UTube presence

- Communication, public dialogue and media training to be held in Addis May-June 2012 as schedules permit.

Medium-term

When: July-March 2013

Types of Activities and Tactics:

- Launch a discussion forum on AU website that is also linked to AU Member States websites on which readers can discuss what Shared Values mean to them and share suggestions for AU Shared Values programming.
- Create an AU Shared Values page and SV banner (which can also be a separate site): www.shareyourvalues.org
- Host public dialogues about Shared Values in major cities with dialogues broadcast on radio to rural or remote areas. Partner with media and development associations like AMARC, allafrica.org, Commonwealth Broadcasting Association, UNESCO. Organize blog campaigns worldwide
- Appoint staff or consultant to work on Shared Values communication (in order to get traction and see results). There is no person in DPA currently with the communication portfolio and no one within Directorate of Information and Communication who is devoted to DPA or Shared Values.

Long-term

When: December 2012 and ongoing

- Communicate *findings and results (as opposed to consultations and meetings)* of all activities included in Shared Values DPA 2012 workplan.
- AUC Leadership forums (open to all AUC employees) on values and AUC organizational success. Highlights of such forums reported on extensively.
- Prepare leadership and communication materials on Shared Values for use by AUC managers, working with AUC HR Directorate.
- Prepare peace and security materials, dialogues and training on Shared Values communication, working in partnership with PSD.
- Prepare social affairs materials, dialogues and training in Shared Values communication, working in partnership with Social Affairs management.

Deliverables to Department of Political Affairs – Year of Shared Values As of May 10, 2012

- a. Factsheet/information card

- b. Draft news release
- c. Media briefing invitation
- d. FAQs
- e. Talking Points
- f. Website proposal including discussion forum and social media ideas
- g. Graphic identity suggestions
- h. Shared Values communication powerpoint presentation
- i. Draft speech (to come)
- j. Shared Values Communication Strategy paper

9 May 2012, DGF

File: AU Communication Strategy SANS

Appendix II: Interview with ASV Focal Person

The name of the person is not disclosed here for the person wants to remain anonymous. Therefore, the informant is referred as the ASV focal person.

Introduction

Thank you for your precious time. This interview is intended to understand the ASV communication strategy better. The communication is under investigation for academic purpose under the title “Effectiveness of communication strategy: the case of African Shared Values.”

Q. What is your role in the ASV campaign?

A. Lets leave my specific title, I would rather like to be referred as the focal person.

Q. What is your opinion towards the ASV?

A. ASV is a unique campaign in the history of AU as far as I know. It emanates from one of the strategic pillars of the AU constitutive act.

Q. How did you come up with the ASV campaign?

A. ASV campaign came from the strategic program of AUC. It is one of the strategic pillars. Normally the AU council dedicates each year under certain topic that it wishes to highlight.

Therefore, year 2012 was dedicated as the year of African Shared Values. The campaign is the result of that.

Q. How was the ASV campaign implemented?

A. A partner, namely GIZ, offered to take that task of developing the strategy and accordingly they hired the consultant on behalf of the DPA/AUC. Therefore the implementation was taken care by the company contracted by GIZ sitting in USA. The Department of political Affairs is entrusted with coordinating and executing the campaign from the AUC side.

Q. How did you implement the activities as suggested by the communication strategy?

A. Many activities were suggested. But the most dominant one that was implemented was public dialogue. The rest of the activities, be it the facebook, or twitter, or the website, were all directly or indirectly resulted from the public dialogue. Therefore, I would say the public dialogue was the one that was implemented largely. The rest of the suggested activities were interesting; unfortunately many of them never happened. I can't preempt any outcome with activity that hasn't been fully implemented.

Q. Did you find them effective in realizing the campaign?

A. I can't answer this technically. But they may be good strategies. As I read the communication strategy I find them interesting. But in practice, I don't think they have helped much. To put it in other words, we never used them. Therefore I may not say this or that about them.

Q. Did you consult on the plan of Actions?

A. We were never consulted. In fact we have asked for the plan of action on many occasions. I must admit that one of the rooms for improvement in the ASV Campaign is that we failed to have a plan of action as a roadmap. As a result of this, there was nothing that we can follow up with the consultant. I'm sure the consulting firm may have its own, but it was never shared with us.

Q. What was the overall budget?

A. I don't know.

- Q. There is no uniformed activity reporting from which the research deduces how it went. Do you know why?
- A. I cannot help much here, I have not seen the plan of action either, nor have all the activity reports.
- Q. What is the status of the campaign now in the absence of monitoring and evaluation?
- A. Currently the campaign is on hold for lack of fund, I hope it will resume whenever fund is available.
- Q. How was budget managed?
- A. It was managed by the partner and the consultant. The budget was well indicated, but we did have no say on that as it was fully sponsored and managed by the GIZ. This is one of the factors that contributed to the discontinuing of the campaign.
- Q. No new information on the web now. Last update was in August 2014. Who is managing it?
- A. The website was a good idea, however it was being managed from US. So as you can imagine it defeated the purpose.
- Q. Did you use media? If so, how?
- A. In all the public dialogues we have brought media not only to attend the event, but also to conduct interviews with the speakers. Some have participated in the dialogue. Otherwise, designated AU people have been interviewed on ASV matters in some places such as South Africa.
- Q. Did you have any campaign give away for the public?
- A. Some materials like cape were developed. The quantity was so small to take it to public. Therefore they were distributed in house with the staff members.
- Q. What is your general observation of the campaign?
- A. It started well, but it was lost along the way. There is no activity now, no one remembers the ASV among the public at large or the leaderships of the member states in their routine. The campaign was meant to highlight the ASV. It is understandable that it is not going to happen overnight, but it was supposed to seize momentum and expand. We never seized momentum. But I appreciate the little effort. Who knows, it may resurrect.

- Q. Who was blogging about ASV?
- A. None that I know of. But it was included in the strategy.
- Q. Did you have radio programs?
- A. The discussion in Dakar was aired on some Radios in Senegal, and was also streamed on ASV website. Similarly there was a one on one media discussion in South Africa too. These are the ones I know and remember.
- Q. Was there any TV or Radio program dedicated to ASV discussion featuring AU leadership?
- A. No, none what so ever.
- Q. According to your responses, most of the activities suggested never took place. Why?
- A. Combination of many factors, I would say. 1st the strategy must be over ambitious, 2nd Budget allocation and availability, and 3rd lack of consultation must be the culprit. But the lack of fund is the prime reason.
- Q. It looks like there was no ASV campaign ever. What went wrong?
- A. I hate to admit all the activities are reduced to nothing as if it was all zero sum game, futile exercise if you like. I'm saying that because few months down the line no one, in the AUC included, mentions the ASV as the ultimate goal of the continent except for the program officers who always deal with the documents on regular basis as part of their duty.
- Q. How many roundtables took place?
- A. As far as I know none. No AU staff was assigned with such a task during their travel. Actually there was no such platform organized that I know of.
- Q. How many public dialogues took place?
- A. 3: Gambia, Tunisia, and Addis Ababa.
- Q. Did you have regular media posting be it on press or other media outlets? I mean Op-Ed or similar kind of postings written by AU leadership.
- A. I remember the DPA commissioner was once interviewed in Senegal. The interviews were an over all interview in which ASV issues were also included. I may not remember all, there may be similar media encounter, but there was no exclusive interview on ASV that I

remember. I have not seen any Op-Ed that that was written by AU leadership posted on newspaper or anything.

Q. Who was following the regular activity?

A. The consultancy firm was fully in charge with that and report later.

Q. The reporting sounds poor, couldn't find well-documented development of the progress of the Campaign. Why?

A. As far as we are concerned, the campaign is not over yet. It will resume anytime as soon as we have fund. Therefore, you may not find closure report.

Q. But even the progress report is not properly documented. I find them from emails and the like.

A. I know. That is true.

Q. What would you recommend for it to succeed?

A. It will need to be handled from here. It is a big concept. It may take years to make some dent. We can out source few things, but it will have to have a secretariat of its own in the AUC and run by the AU.

Appendix III: Activity Reports

1. Report by Moderator for the Public Dialogue of African Shared Values held in Addis Ababa on July 4, 2013

The dialogue was attended by three panelists; Professor Andreas Eshete, Dr. Tewabech Bishaw and Mrs. Zenebework Tadesse, in addition to two representatives from the African Union Department of Political Affairs. The attendees of the dialogue represented various sectors of the society. Although panelists raised several concerns on notions of shared values, issues of equality and justice as major components of identity and consequently as tools that could identify shared values centered their conversation. Numerous questions were raised. To highlight just a few:

- Fostering new debates and dialogues on African identity that is similar to the ideology and philosophy of Pan Africanism of the 1950s
- Identifying values that are important and unique to Africa
- Issues of universal shared values and the extent of their impact on indigenous African values
- Mobilizing the youth towards African shared values
- Equal access to education to realize shared values
- Promoting traditional shared values
- The creative arts of Africa as important constituents of African shared values
- Addressing the gap between various declarations of the African Union and its grassroots implementation

While these were the major questions raised in the conversation, attendees repeatedly implicated the gap between promulgations passed by the African Union and the implementation of these declarations. Attendees also addressed the necessity of increased public information such as supplementary newsletters and other media outlets as well frequent public dialogues regarding the African Union and its diverse projects. Advancing African public awareness was signified to be an important strategy.

The meeting went as scheduled with minimal time constraint and sufficient time to thoroughly discuss pertinent issues raised.

2. Back To Office Report – Dakar

Dec 03, 2012

Hi all – This will be the first of two follow-up reports on the communication outcomes from last week’s Dakar Consultation on Democracy and Governance – and on African Shared Values.

Communication follow-up work will continue this week, but on a less intense level than we worked last week! Please yell if you have any suggestions or questions.

a) We had good attendance at the media briefing held in Dakar at the King Fahd Hotel on Wednesday 28 November. Special thanks to Nabo, Sophie and Aliiou for helping generate interest among Dakar-based journalists -- which ensured significant attendance. We know that at least 2 radio stories aired on Wednesday. Sophie will be sending us a final report once all the coverage has been collected. Among the TV stations attending were Chinese Television, Canal and a French Station – in addition to TFM which pre-recorded “man and woman on the street” interviews as well. We will try to get copies of the video and audio coverage but sometimes the local outlets erase the tapes in order to re-use them.

b) The African Shared Values Conversation taped on Friday, 30 November was well-produced and should result in a very interesting show to spark local discourse on Shared Values. **The TV show will air tomorrow, Tuesday, 4 December following the 8pm evening newscast on Futurs Medias, TFM, in Dakar. The radio show will be broadcast Sunday, 9 December at 2pm in the afternoon on RFM, FM -94.0.** Both of these are very good times to get good listeners. **Can we ask our AU colleagues help in spreading the word about these shows to your AUC, RECS, and other colleagues in Francophone Africa. The radio broadcast can be listened to online – and for your help in notifying the staff of DPA and DIC of this progress.**

c) Twitter, Facebook and the website were used in real time during the course of the Consultation to also generate interest globally. Tweets

were sent in English and French.

Mailers encouraging listeners and viewers are being sent to more than 300 NGOs and other community organizations based in Senegal, and the shows are being promoted via the website and social media:

Africansharedvalues.org. We urge the AUC website staff to feel free to also post this information prominently. Thanks Ngbita, Roshni and Matt for making this strategy real.

I wonder if there is a way to get a message about this coverage to the participants of the Consultation – and perhaps ask GIZ staff in Dakar to audio tape the radio show for us, and to collect any print coverage they see?

Thank you to all who helped make our jobs a bit easier, or who provided much-needed advice and help – we owe you much chocolate, beer and wine!

We look forward to the next steps – and to keeping you apprised of media coverage in the coming days. We ask that DPA share these updates with Commissioner Abdullahi – thanks.

3. Back to office report, Banjul

15 April 2013

The Banjul organizing team on the ground has two CFFCC team members. The two have organized the entire exercise on the ground with support from DPA.

1. Interview with Journalists

Seven journalists interviewed Dr. Salah on issues concerning ASV on Sunday morning at the Kairaba Hotel. Before the Q&A, introduction was made.

“ASV is: what makes us together and make us one, all AU instruments emanate from ASV, ASV is what unifies us in all walks of life – home, office, civic activities”

The question and response are:

- ✓ What Are the challenges in realizing ASV?
 - Lack of Awareness of AU organs, Awareness of AU instruments, how AU serves the ordinary citizen, spreading the words; lack of political will,
- ✓ What are the chances that ASV brings about change?
 - Africa is an old continent that has a long history and civilization. The new Africa is only 50 years old. In these 50 years Africa was busy fighting colonialism. The founding fathers of the OAU made it clear that the unity fights for African liberation first and the unite Africa. Uniting Africa started in the past 5 to 10 years. Africans now understand the importance of unity better than any time before. Each AU summit talks about ‘African Unity and how to realize it’. This is why we hold public dialogues in African countries. The unity will be based on African Values so that it turns successful to achieving integrated prosperous and peaceful Africa. Chances are there. The challenge is that each and every citizen of the continent participate.
- ✓ How far have you gone to realize this values?
 - All organs of the AU have anticipated and are part of the ASV process. 2012 is declared as the year of ASV. However, DPA suggested to continue to get engaged under the ASV this year and beyond. So far we have had public dialogue in Senegal, Egypt, Tunisia, and now in Banjul. Media has a big role in here in spreading the word to the people to the grass root level.
- ✓ What mechanisms are there to engage the media? What does DPA do to support the political will?
 - Free press is important. The DPA is engaged in discussion with ACHPR. We will do all in our capacity to bring about positive change.
- ✓ How did the AU identify the ASV?
 - We tried to list values across Africa, however finding the common ones was not an easy. Millions of them were listed. Later it was decided to look into the common matter that unifies Africans. The instrument that commonly governs the member state. The list you have is a common value at each and every instrument.: continental, national, and individual .

2. Banjul Public Dialogue

This public dialogue was originally planned to be a media briefing. However, there was another briefing that took place on Sunday. It was planned as an interview, but ended up being a mini briefing. Therefore discussion was made with Dr. Salah and it was decided that instead of repeating what has been already communicated to the media, it would rather be interesting to step it up into a mini dialogue. Accordingly, an invitees list was developed, speakers were identified and a corrected version of media alert communicated to the media. Also the press release was revised accordingly. It turned out to be a good dialogue.

ASV public dialogue that brought together more than 50 participants from the CSO, Armed Force, Police, Civil Servant, NGO, Media and Academia took place on the 10th April 2013. In a two and half hours discussion panelists drawn from CSO, AUC, and Academia were engaged in a stimulating discussion about shared values. It was self evident that participants were interested in the very idea of ASV as a platform to bringing Africans together. In the event, of the list of the shared values AU subscribed, freedom of speech, justice and equality stood out among others as the priority of the participants in the house. Also suggestion was made to have a series of similar discussions on the ground to engage the grass root level participation. This activity has gotten a good coverage from the media and is still running in the Gambian media starting from state TV to blogs and newspapers.

Challenges

- ✓ Budget shortage was one of the difficulties. It has forced the two staff to work day and night with no assistance. Furthermore, no goodies (pins, color printed cards, caps...) were available that could have otherwise added color. No cameraman was hired, neither a video personnel.
- ✓ We have no copies of our own except the few things we just found in the media. Having such resource personnel would be a plus for the future.
- ✓ We also need to solve issues regarding transport fee for journalists. Some community radios that were interested in covering the event couldn't attend for we were unable to match the transportation fee they asked.
- ✓ Having an advance team of our own that can be on the ground, assess the situation and comes up with suggestions would have helped a lot to have a better understanding of what we can logically achieve.

