



# COMMUNICATION STRATEGY

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**AFRICA TELECOMMUNICATIONS UNION (ATU)**

# **COMMUNICATION STRATEGY**

## **AFRICA TELECOMMUNICATIONS UNION (ATU)**

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## CHAPTER 1: BACKGROUND

### About the African Telecommunications Union

The African Telecommunications Union (ATU) was established on 7<sup>th</sup> December 1999, as the leading continental organisation fostering the development of information and communication technologies (ICTs) infrastructure and services in Africa. It was designated as the specialised institution of the African Union (AU) for telecommunications/ICTs and a successor to the Pan-African Telecommunications Union (PATU).<sup>1</sup> To date, ATU provides a forum for stakeholders involved in ICTs to formulate effective policies and strategies aimed at improving access to information infrastructure and services. ATU also represents the interests of its Members at global decision-making conferences and promotes initiatives aimed at integrating regional markets, attracting investment into ICT infrastructure, and building institutional and human capacity.

ATU envisions an inclusive information society and strong digital economies for social, economic and environmentally sustainable development in Africa. Further its mission is to accelerate the development of the telecommunications/ICTs in Africa in order to achieve digital economies. ATU will address the connectivity gap among the nations in Africa and strive for universal access throughout the continent.

### ATU's Core Objective and Strategic Pillars

ATU's core objective for the period of 2019-2022 is; strengthening internal institutional capacities, gaining support from key institutions and strategic partnerships as guided by the five strategic pillars outlined below:

**Pillar 1:** Promotion of enabling environment for development and sustainability of digital economies,

**Pillar 2:** Promotion of quality broadband infrastructure and access to ICT services,

**Pillar 3:** Promotion of cyber security and digital confidence building,

**Pillar 4:** Promotion of innovation, talent & e-skills development, and

**Pillar 5:** Promotion of content and applications promotion.<sup>2</sup>

### Objectives of the Union

- To promote the development and adoption of appropriate African telecommunications/ICTs policy and regulatory frameworks aimed at improving access to information infrastructure and services.
- To promote the financing and funding of telecommunications/ICTs development.
- To promote programmes for the development of the African Information Society.
- To prepare and execute special programmes for Africa's Least Developed Countries (LDC's) and rural telecommunications/ICTs development.
- To promote human resources development in the field of info-communications.
- To promote the establishment of info-communications industries.
- To co-ordinate the strategies and positions of Member States in preparation for and at international meetings in order to represent the interests of its members at global decision-making conferences.
- To promote regional co-ordination in areas of projects, value-added services equipment certification, technical standards and harmonization of tariffs.

<sup>1</sup> African Telecommunications Union, Constitution and Convention of the African Telecommunications Union, Cape Town 1999, Rev. Harare 2014, Page 7

<sup>2</sup> African Telecommunications Union, January 2018, African Telecommunications Union Strategic Plan (2019-2022), Page

- To harmonize the actions of Member States and Associate Members in the telecommunications /ICTs sector.
- To foster co-operation and partnership between and among Member States and Associate Members.
- To promote and encourage the exchange of information, expertise and technology relating to info-communications for the benefit of all Member States and Associate Members.
- To undertake studies in the field of info-communications for the benefit of Member States and Associate Members.
- To promote the rapid development of info-communications in Africa in order to achieve universal access and full inter-country connectivity.
- To promote initiatives aimed at integrating regional markets, attracting investment into ICT infrastructure.<sup>3</sup>

## Organizational Structure

ATU is made up of different stakeholder groups. Some of the categories of the stakeholders include: conference of plenipotentiaries, administrative council, the technical and development conference, the secretary general, the conference preparatory committee, member states, advisory groups, working groups, regional and international bodies, observers, African Union, ITU, regional economic committees, regulators association, private sector and the non-permanent organs.

The Secretariat is an important arm of the institutions, it is mandated to coordinate ATU's activities and communicate its vision and mission. They therefore are an important link between the organization and the stakeholders, this communication strategy will therefore help them tailor messages to each of the stakeholders and recognize the best communication vehicles, channels and products to use effectively.

## Rationale for the Communication Strategy

Communication is often an afterthought instead of an essential part of strategic management yet it is a key factor in successfully achieving desired results. Increasingly, organizations are waking up to the realization that well-executed strategic communications can effectively highlight their impact which results in a steady pipeline of income and leads them to further fulfil their objectives. ATU is looking to influence policies, strategies and infrastructure growth in the telecommunications sector across Africa. This calls for strategic communication that is grounded in the interests and language of their target audiences, using a receiver-focused approach. At the end of the day, effective communication by ATU will ensure that it gains the necessary political and citizenry goodwill, stakeholder participation, partnerships and project funding required to extensively execute its mandate. This strategy will identify and segment target audiences, tailor messages to each of them and recognize the best communication vehicles, channels and products to use. It will improve stakeholder relations, keeping stakeholders informed about organisational delivery.

The strategy will also increase the Union's outreach and promote ATU values by:

- Fostering collaborative partnerships in ICT research and development
- Ensuring a high level of integrity, transparency and accountability
- Guaranteeing quality and excellence in service to all stakeholders

The strategy will also help ATU to demonstrate organisational impact and create a strong reputable brand.

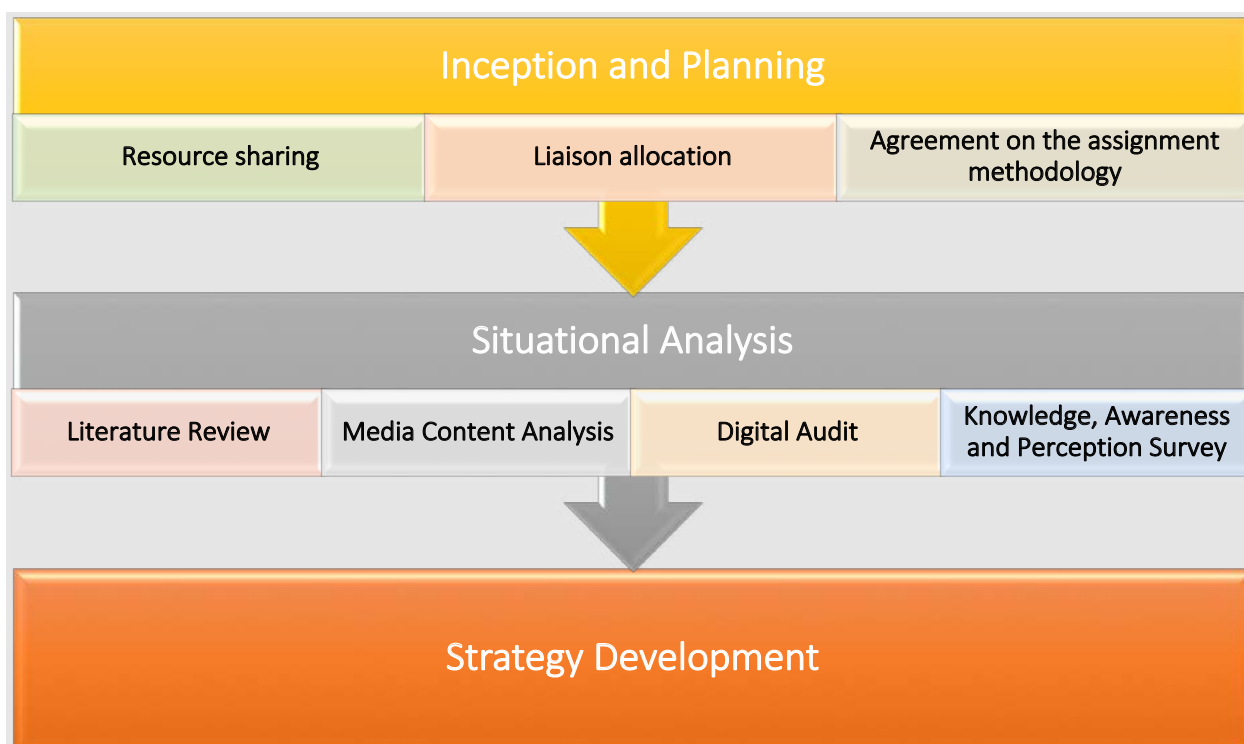
<sup>3</sup> African Telecommunications Union, Constitution and Convention of the African Telecommunications Union, Cape Town 1999, Rev. Harare 2014, Page 8.

## CHAPTER 2: APPROACH AND METHODOLOGY FOR THE COMMUNICATION STRATEGY

### Overview of Approach and Methodology

The development of the Africa Telecommunication Union (ATU) Communication Strategy entailed an interactive and issue-based approach to ensure an all-inclusive and elaborate strategy.

The figure below summarizes the process undertaken in producing a clear and concise communication strategy:



The methodology demanded a comprehensive audit of the current position of ATU's communication which led to the identification of gaps and issues to be addressed. To help prioritize the issues, the indulgence of different stakeholders through surveys was also conducted.

The following steps highlight the process undertaken to enable the development of the communication strategy:

### Inception and Planning

An inception and planning meeting was held at the ATU headquarters in Nairobi, Kenya. This meeting was attended by Impact Africa Limited (IAL) and representatives from the communications and accounts department that form part of the ATU Secretariat. The meeting ensured that there was harmonization of the consultants' understanding and approach to the assignment and the client's expectations. Both teams agreed on the methodology, scope of work and the deliverables.

The agreed-upon methodology is described below:

## Situational Analysis

The aim of the stage was to assess ATU's internal and external environment that affect its communication. This was done in a bid to identify the gaps and issues as well as opportunities that can be leveraged upon. The activities involved under the situational analysis included:

### Literature review

This included a review of documents from ATU to gain an understanding of the operating environment of the organization, author/ expert recommendations and best practices that may be used to inform some of the strategy mechanisms. Some of the documents reviewed included:

- ATU strategic plan
- ATU constitution and convention
- Reports
- List of activities/calendar of events
- Annual reports
- Previous strategic plans
- Review of organizations with the same mandate globally

A matrix was developed consisting of the background, which probed the reasons for the institutionalization of ATU, the role the African Union had in its formation, its communication objectives and the current status of communication activities. A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was conducted to identify opportunities and strengths that can be leveraged upon and the weaknesses and threats that hamper ATU's overall communication activities. Additionally, an Economic, Political, Informational, Social, Technological, Legal, and Environmental (EPISTLE) assessment was carried out to identify external implications that may aid or hinder the implementation of the ATU communication strategy. This was further complimented by recommendations from various authors on how ATU can communicate while looking at best practices from different institutions with the same mandate. The review helped in the identification of stakeholders and their roles in ATU. This identification was key in determining which stakeholders ought to be engaged in the subsequent activity of assessing the stakeholders' Knowledge, Awareness and Perceptions on ATU.

## Knowledge, Attitude and Perception (KAP) Survey

The KAP survey was conducted through Key Informant interviews with stakeholders that included:

- The African Telecommunications Secretariat Staff
- Member States representatives
- Associate Members representatives
- Private sector companies' representatives
- Potential partners

**The main objectives for conducting the KAP survey included:**

- Assessing the awareness and knowledge on ATU among its stakeholders;
- Assessing ATU's efforts in stakeholder engagement and information sharing;
- Drawing stakeholder recommendations on the communication strategy



## Data Analysis

Qualitative data analysis techniques were employed. These entailed the development of a schematic template for the categorisation and analysis of qualitative data. The analysis of the data collected was largely descriptive. Key indicators were developed per the survey objectives, followed by context analysis and systematic coding. This involved breaking down data into categories and themes and using a coding process to identify relevant patterns through analytical matrices in Microsoft Excel Worksheets.

## Media Content Analysis

The media sets the agenda of discussion among the public and pertinent stakeholders to an organisation. It is the main channel through which an organization reaches its masses. This therefore creates the need to assess the messages being relayed to stakeholders by ATU. The main objectives of the media content analysis included examining:

- Tonality of the media coverage
- Frequency/visibility and appearance in various media
- Language of communication in various media
- Spread of journalists/reporters covering ATU stories

This process covered the period between 1st March 2015 to 1st March 2020.

## Digital Audit

Given the wide and dynamic scope that the Union needs to cover while disseminating information, it compliments its efforts using contemporary digital communication platforms. The audit sought to assess the use of these platforms and interrogated ATU's website and social media assets such as Twitter, Facebook, and YouTube. It looked at the following aspects:

- Engagement and clicks
- General sentiment of engagement from stakeholders
- Average response rates and response times
- Referral traffic from each social platform to the ATU website and vice versa
- Website design and user experience (usability and accessibility)
- Calls to action on the website and social media pages
- Brand congruence across channels
- Brand messaging across channels
- Content on all channels

The information analysed will help increase the Union's presence on social media and improve its website effectiveness.

## Strategy Formulation and Validation

Based on the findings from each of the assessments carried out above, a draft strategy was developed for review and validation by the various stakeholders. The strategy includes an implementation plan and a projected budget for an effective and coordinated implementation. A monitoring and evaluation framework was also developed to measure the achievement of the laid down objectives in terms of outputs and long-term outcomes.<sup>4</sup> The draft strategy was presented to the client for circulation among its stakeholders for feedback.

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<sup>4</sup> This are future actions to be performed by IAL.

## CHAPTER 3: SITUATIONAL ANALYSIS

### Introduction

This chapter analyses the internal and external environmental factors influencing the communication needs of ATU. Using the findings from the literature review, Knowledge, Awareness and Perception survey, the media content and digital audit analysis, the chapter explores issues surrounding the union based on a set of themes. It further highlights the issues surrounding ATU's stakeholders and concludes with a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis as well as an analysis of the Economic, Political, Informational, Social, Technological, Legal and Environmental (EPISTLE).

This chapter forms the foundation upon which the communication strategy is formulated. Key areas addressed in this chapter include:

- Perceptions on the role and progress of ATU in achieving its development agenda
- Communication coordination, structures, channels, objectives and needs
- Challenges and recommendations to improve ATU's communication
- Key stakeholders
- Current knowledge and awareness levels on ATU's activities
- Strengths, Weaknesses, Opportunities and Threats that the ATU needs to consider
- Benchmarks or best practices that ATU needs to consider

### Overview of the ATU

#### Status of ATU's Communication

The Secretary-General, through the Secretariat, is the focal point for all the communication. Therefore, ATU communication structures and activities are embedded on the functionality, flexibility and effectiveness of the ATU Secretariat. The languages of communication used have been English and French. Over the past four years, ATU has held several communication activities including;

- Preparatory meetings for international conferences
- Workshops
- Annual meetings between the Secretary General and the Administrative Council
- The APM19-4 meeting to facilitate adequate regional preparations towards WRC-19
- A project on the optimization of the GE84 Plan for Africa to create awareness among African countries and more importantly call for the much needed political good-will and support for its implementation.
- The African Regional Workshop on enhancing the participation of women in ICT Policy that presented a good platform to grow women participation in the field of spectrum management.
- Commemoration of the African Telecommunications / ICT Day on 7th December

#### Current Versus Preferred Communication Channels

Based on the KAP survey, Member States are engaged through hosting, attending and participating in ATU Forums. Associate Members are engaged through forums, providing technical advice on ATU key issues and collaboration in ATU projects. The primary media of sending out information from ATU Secretariat to stakeholders have been through emails and the website. Other channels used include letters, reports, phone calls and convening of meetings. Currently, ATU has revamped its website and increased its activities across social media accounts, Facebook and Twitter in a bid to increase visibility.

The stakeholders recommended the inclusion of more information about ATU and its activities on its website as well as ensuring it is highly robust and interactive.

## Internal Stakeholder Engagement

For effective internal communication, the issues identified below should be resolved:

- Inadequate communication infrastructure in ATU. A good infrastructure allows for the efficient movement of information between various stakeholders
- Lack of a communication strategy and plan. Effective communication should be accurate, consistent and credible. The communication strategy and plan outline key communication messages, appropriate channels, timelines and outputs.
- Limited personnel- ATU's communication department lacks adequate personnel to carry out communication activities efficiently.
- Minimal resources to fund communication activities-communication is an investment: and the costs are not covered by the Member States thus it becomes a challenge to fund the activities.

## External Stakeholder Engagement

- Inadequate interaction with stakeholders affected buy-in and awareness on ATU's mandate, activities and programmes
- Limited information sharing
- Laxity in engaging in the current issues: other organisations are more hands-on with regard to matters telecommunications in Africa than ATU.

## Media Analysis

ATU, as with any organisation globally, continually strives to engage its stakeholders. Being a regional organisation with direct impact to millions of people across the continent (Africa) and with an extensive contribution to technological development globally, mass media is an important tool in discharging the body's mandate. As such, it is crucial to monitor how effective the media is as a tool for the organisation.

Since its formation, ATU has held and taken part in many forums that have involved the media. Majorly, this involvement has resulted in coverage across various media houses regionally and globally. Notably, also, ATU has been indirectly and directly linked to many other news stories that were not necessarily generated by ATU.

## Key Findings

### Tonality

Most of the news stories featuring ATU had a neutral tone. This is largely an outcome of the fact that primary content in most of the articles are not based on ATU, and being that they only feature ATU, the tonality gravitates towards neutrality more often. The neutral tone in news coverage is not harmful to the organisation, but it lacks inspiration. The more ATU seeks to realize positive tonality, the easier it is likely to be convincing and to attract the attention of important stakeholders whose influence is key but who require to be motivated into subscribing to ATU.

## **Language Use**

While ATU has three official languages (English, French and Arabic), English was the dominant language in coverage. Given that English is also the dominant language spoken across the scope of authority of ATU, it is expected that this should be the case. However, the imbalance is disproportional. Particularly for Arabic, ATU's coverage is on the extreme lower side. Even then, coverage in French is equally dismal. To cure this, ATU should consider involving French and Arabic speaking countries more centrally in its activities. This could include translation of every material churned by ATU such as press releases, newsletters, various activity reports, IEC materials. It is also worthy to note that ATU has been occasionally published in Swahili.

## **Proactive vs Reactive News**

Most of the stories highlighting ATU were issues making news for the day such as forums and conferences. Solicited or not, ATU's standpoint and voice were brought out as a result of the news story. This was beneficial to the organisation as it has been portrayed as an opinion leader. However, the pattern had not been strategic enough to help the public, as well as the journalist, understand the importance of ATU's mandate and the role they play in the African continent.

This also comes with limited publicity as in such cases ATU was featured as part of the story and not as the main story compared to when the news item is generated by ATU. Therefore, ATU should be proactive to enhance awareness and appreciation among the public as well as the media.

## **Leverage on the Body's Wealth of Knowledge**

ATU is quoted on several instances of coverage relating to ICT in Africa. This, therefore, points to ATU as a frame of authority that publications seek to refer to sustain the authenticity of their news and feature stories. Hence, ATU should leverage on this aspect to provide particular key information including emerging issues, which are expected to introduce the Union to an audience that is ready to consume urgent information.

## **Empowerment of the Face of the Organisation**

Most stories carried out in various publications only included ATU as a body and did not indicate persons involved in the generation of the informational materials quoted. As such, the leadership of ATU needs to come out strongly to the foreground for the organisation to attain a human face. This can be achieved through press conferences, season greetings, interviews/media tours, developing opinion articles and making commentaries on topical issues..

## **Commercial Media Presence**

ATU's representation in commercial media is dismal. This is a critical aspect of media engagement as it presents a scenario where the media achieves its primary objective as a business, which is financial gain while ATU exponentially extends its reach. As the level of benefit will certainly be mutual, going forward, ATU and the media are more likely to develop greater partnership and engagement.

## Digital Media Analysis

It is a popular belief that social media can connect people and can be used by organisations to connect with their stakeholders. Connection as the new currency can create consistent appreciation and identification of an organisation by its stakeholders.

### Key Outcomes

#### Low Engagement

ATU had low engagement across all the platforms in the period under review. For instance, currently, the ATU Facebook page has 391 followers and 385 people who like the page despite existing for years. It has a 40% response rate and 53 minutes response time which is relatively fair. Facebook, Twitter, Instagram and LinkedIn are ideal for initiating dialogue between ATU and its audience. Running polls or asking questions on a particular subject will help to get feedback in an interactive and low-cost way. This is also good for search engine optimization (SEO).

The ATU website ranked 11,711,452 and 20,117 in Kenya and improved slightly from December 2019-February 2020 to 5,240,420 globally, and 14,203 in Kenya. The purpose of designing a website is to make it convenient for users to act in different aspects. A simple way of encouraging this is by incorporating CTA (or Call-To-Action) in the website by way of buttons, images and links accompanied by an actionable text that explains to the visitors the outcome of their actions.

#### Website Traffic

ATU Website received an average 5,000 monthly between December 2019 to February 2020. The duration of visit rose to 3 seconds and the visits rose to 3-page views per visit. The bounce rate reduced from 74.84% to 29.67%.<sup>5</sup>

Social media can act as a good traffic driver for an organization's website. This can be done through building a large following on ATU's social media pages and in the process direct them to the website. Links to the website can be posted with a teaser post and people can be referred to the website for more information.

### Recommendations for Social Media Content

#### Appealing Content

It is important to come up with shareable posts such that after reading, one will be able to share the post with other people and help ATU reach a wider audience. Having shareable content means that the posts should be relevant and be brought closer to the audience such that they can relate with it, like it and share it. This can be done through the use of promotions or campaigns in which the audience is asked to join a challenge or share a post and tag other people as well. A messaging framework came to be developed to guide these steps

#### Marketing

This covers issues to do with the profile picture, cover photo or header for a particular social media page. Since social networks such as Facebook and Instagram are mainly dependent on the visuals, it is important to take note of how appealing the visuals are, i.e. from the ATU's profile section to the posts themselves.

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<sup>5</sup> Bounce rate is an Internet marketing term used in web traffic analysis. It represents the percentage of visitors who enter the ATU website and then leave in less than three seconds rather than continuing to view other pages within the site.

## SWOT Analysis

Strengths	Weaknesses
ATU's affiliation to the AUC which lends it credibility and reputation to be an authoritative voice on ICT matters in Africa.	Weak internal capacity to mobilise resources.
ATU has a strong network and database for partnerships and collaborations with the key ICT players both in the public and private sectors.	Inadequate internal capacity to coordinate between ATU and other institutions at the Secretariat.
The capacity, competence and experience of ATU staff and experts from the Member States in technical, policy, regulatory and development help the organisation in harmonising common African positions in the international arena.	Communication has not been prioritised as a key function in ATU's activities.
Legitimacy and capacity to organize major international conferences and events.	Weak implementation of the planned programmes resulting from inadequate financial and human resources.
Opportunities	Threats
Increased relevance of ICT in society enhances the formation of partnerships with new stakeholders and increases new markets.	Conflicts of jurisdictions due to overlapping or encroachment of ATU mandate by other regional ICT bodies.
Coordination and collaboration with other relevant regional and international organisations & associations.	The privacy and security issues in the use of ICT services and applications.
The organisation has a significant membership of the 45 Members States and 37 Associate Members that can strengthen credibility, reputation, goodwill, technical and financial support.	Network penetration is still low in Africa compared with other regions and the risk of being left behind remains high thus exacerbating the digital divide.
Goodwill and participation of key ICT stakeholders in ATU activities strengthens the organisation's role in promoting the development of ICTs in Africa.	Inadequate political support received from the Member States to enable ATU to fully implement its programmes.
	Failure to implement policies developed by ATU nationally thereby eroding its authoritative voice and hindering achievement of its mandate.

## Economic, Political, Informational, Social, Technological, Legal and Environmental (EPISTLE) ANALYSIS

### Economic Factors

There are several issues identified under the economic factors that include: ATU is facing competition from changing market dynamics and other African-based ICT institutions. Poverty among many African nations is the major obstacle hampering the development and extension of information systems due to lack of funds and absence of the engineering infrastructure needed for the development and production of spares and components (Eadie, 2001).<sup>6</sup>

Harsh fiscal policy/taxation is another factor that affects the low uptake of ICT in the African region. Fiscal policies such as tariffs, duties and licenses fees on information and communication technologies increase import tariffs and taxes on information and communication technologies and escalate the cost of telecommunications services.<sup>7</sup>

### Political Factors

Political Instability, frequent government changes and the long years of military adventurism into political leadership affects the development of information infrastructure in the region. Each country has different electoral and governance systems and structures. The impact is each incoming administration develops its development agenda from the predecessor's', hence discontinuity of earlier agreed on MOUs, and regional programmes. Also, different countries are at different stages of ratifying and domesticating telecommunication regulations. Further, the issue of standardization and best practices is still developing and there is need for political will and commitment from Member States as it affects effective financial support to ATU from Member States.

### Informational Factors

There is a minimum involvement of research institutions in network building and diffusion in Africa. Most projects in Africa have been centred around NGOs and the private sector without the involvement of the academic community. The research and academic community that would have been a vehicle for the development of the internet through teaching and multiplying technical capacity have been overlooked over the years. Users from the academic community were unable to effectively exploit networking yet the local information economy requires advances in the local capacity for software research and development. African countries can become full actors in the area of software development if considerable attention is given to this area (Adam, 1996)<sup>8</sup>.

### Social Factors

Currently, in the information age, information is the cornerstone for planning and decision making. Content generation for media is not even adequate due to customer demands, lifestyles, tastes and preferences. Information drives economies as it provides information about markets, products, and services. Information is the new culture of doing business. This information today is mostly on the internet and one can access services such as E-Commerce, E-learning, E-Journals among others. Furthermore, illiteracy is still a challenge in the continent and is a barrier to effective communication.

<sup>6</sup> Rexwhite, T. E & Onyenania, G.O (2007), Factors Affecting Development of Information Infrastructure, Page 5, <[https://www.researchgate.net/publication/235251529\\_Factors\\_Affecting\\_the\\_Development\\_of\\_Information\\_Infrastructure\\_in\\_Africa](https://www.researchgate.net/publication/235251529_Factors_Affecting_the_Development_of_Information_Infrastructure_in_Africa)>, Accessed 21 January 2020.

<sup>7</sup> Popoola, S.O. (2002), Information and Development Ibadan: Centre for External Studies, University of Ibadan, Ibadan.

<sup>8</sup> Adam, L. (1996), African Connectivity, Problems Solutions and Actions: Some Recommendations from Inet' 96, African Studies Centre, University of Pennsylvania, Addis Ababa, available at: [www.africa.upenn.edu/Global\\_Comm/afr\\_inet96.html](http://www.africa.upenn.edu/Global_Comm/afr_inet96.html) (accessed 11 July 2006).

## **Language Barriers**

The diversity of African communities poses a difficulty in integrating them to the internet culture. Language and illiteracy are central to this problem. Most countries use languages other than English, which causes a challenge because network user interfaces to these languages are unavailable and developments in translations are in their very early stages. The inadequacy of easy do-it-yourself manuals, pamphlets, newspapers and other materials that can be read by literate users is also a hindering factor. There is need for translation to English, French (for Central and West African Countries), Portuguese for the case of Mozambique and Arabic for the countries in the Northern part of the continent. In many instances, communication is lost in translation or misinterpreted by various audiences.

## **Lack of Maintenance Culture**

Another facet of human capacity challenge relates to a lack of maintenance culture and a host of other things required to develop information infrastructure that makes the project an unqualified success in Africa.

## **Technological Factors**

Factors inhibiting absorption and technological adaptation in Africa include:

### **Outdated Technology and New Technology**

There is a need to acquire new telecommunication equipment and harmonise the standards required for these facilities. Each country is using different standards, bandwidth and types of equipment which make it very difficult to achieve harmonisation of telecommunication platforms across the continent.

### **Unreliable Telecommunications Infrastructure**

In addition to high tariffs and non-favourable traffic, African telecommunication infrastructures remain unreliable. Many countries still use analogue links that are difficult to integrate with newer and advanced communication technologies. Today the world is moving to 5G network and some African countries have not migrated fully from 3G networks.

### **Innovations and Research**

Other innovations in telecommunication networks that bypass local analogue loops are unavailable and the licensing processes for them are antiquated. Under-utilisation of Information Infrastructures in Kenya Duffy (2001) wrote that both business and social entrepreneurs that include young people are creatively using information technology to address community needs and meet global challenges. In many developing countries, it is estimated that half of all capital investment by firms goes into IT systems, but the adoption of new technology is however hampered by a requirement for new routines and behaviour. Apart from underutilisation, these requirements may lead to technological rejection and non-use. This frequently fails to meet objectives and causes frustration on the part of senior managers and investors. However, understanding how and why variation occurs will help firms avoid the common failure witnessed.



## Policy and Legal Factors

The networking problem in Africa generally stems from obsolete policies and a negative regulatory framework by the African Governments. Most African governments still require longer times to understand the value networking offers to their competitiveness and its abilities to foster positive changes in quality of life.<sup>9</sup> There exist Conflicts of jurisdictions over overlapping or encroachment of ATU mandate by other regional ICT bodies touching on policy and legal issues on Information security, terrorism and cybercrimes.

## Environmental Factors

In the last few years, climate change was catapulted to the front of the public's mind and become a common subject of conversation in the private and public spheres. In this context, the impact of ICT on ecological sustainability (usually coined as Green ICT) has emerged as one of the key IT management issues. ICT Equipment power consumption and greenhouse emissions are becoming major concerns among ICT professionals. Gartner Group reported that the ICT industry was responsible for more than two per cent of the global carbon dioxide emissions.<sup>10</sup>

## Conclusion

### Emerging Issues

Key findings of the Situational Analysis can be summarized into the following issues:

- Low awareness and visibility of the Union: There has been a minimal effort in creating awareness about the Union and its mandate in the African region
- Limited stakeholder engagement: the frequency of engagement of the Union with its stakeholders isn't regular thus the stakeholders aren't fully engaged in the activities of the Union
- Inadequate political support received from the Member States to enable ATU to fully implement its programmes.
- Financial constraints of the Union: Financial handicap results in the limitation of the activities undertaken by the Union within the region and a lack of prioritisation of communication activities.
- Lack of a communication strategy: The lack of a strategic direction for communication activities has led to irregular, uncoordinated activities that aren't effective and efficient.

Based on the findings and recommendations outlined in the situational analysis, there are some useful approaches to be considered in resolving the issues identified that include:

### Strengthening of ATU's Financial Capacity and Resource Mobilisation

ATU's needs significant improvement in its financial capacity to deliver on its mandate to promote accelerated development of ICTs in Africa.<sup>11</sup> In this regard, ATU should undertake initiatives that will ensure its long-term financial stability and sustainability. Some of these initiatives include:

- Assessing and enhancing the value proposition of membership to create interest in ATU activities
- Establishing partnerships that have a financial impact to support the implementation of ATU programmes and regional initiatives
- Sourcing for sponsors to support ATU activities

<sup>9</sup> Rexwhite, T.E & Onyenania, G.O (2007), Factors Affecting the Development of Information Infrastructure, <[https://www.researchgate.net/publication/235251529\\_Factors\\_Affecting\\_the\\_Development\\_of\\_Information\\_Infrastructure\\_in\\_Africa](https://www.researchgate.net/publication/235251529_Factors_Affecting_the_Development_of_Information_Infrastructure_in_Africa)>, Page 4, Accessed 21 January 2020.

<sup>10</sup> Mingay, S (2007). Green IT: Dealing with the shockwave. Gartner Symposium ITXPO. 20-23rd November 2007 Sydney Australia.

<sup>11</sup> African Telecommunications Union, January 2018, African Telecommunications Union Strategic Plan (2019-2022), Page 10.

## **Strengthening of ATU's Implementation Capacity**

ATU should enhance the effectiveness and efficiency of project implementation through synergistic partnerships. This should be done through the following avenues as expounded below:

- Enhanced collaboration with other regional ICT institutions
- Entering into and/or review cooperation frameworks with centres of excellence and other training centres in Africa
- Enter and/or review the framework for cooperation with other ICT organizations
- Co-ordination in the implementation of regional ICT initiatives

## **Increase Africa's Representation in International Meetings and Forums**

ATU should promote active participation by the Member States/Associate Members of ATU and all actors of the telecommunication/ICT sector.

This should be done through the avenues expounded below:

- i. Sensitizing the Member States to provide more support to the Union
- ii. Undertaking joint bilateral initiatives with countries and/or sub-regions
- iii. Sensitizing non-member states to join the Union
- iv. Sensitizing stakeholders of the ICT sector to join ATU as Associate Members or partners
- v. Establishing a high-level forum for regulators and the private sector

## **Improve on content generation for dissemination through the media and social media platforms**

ATU needs to improve on its content generation and regularly update the website and social media platforms. This will ensure that stakeholders are informed and engage to further understand ATU's mandate.

## CHAPTER 4: STAKEHOLDER MAPPING AND ANALYSIS

### Introduction

Stakeholders can be identified and categorised based on the effort required to get through to them. Through stakeholder analysis, ATU will have a better understanding of the actors who affect or are affected by ATU's information, instructions, activities, programmes, policies and structures. In this chapter, we will examine ATU's expectation of the stakeholders as well as the stakeholders' expectation of ATU. This approach will provide a strategic direction for stakeholder engagement and coordination at different levels.

### Issues Identified

- Limited knowledge and awareness about ATU and its mandate.
- Inadequate policy implementation among Member States
- Limited engagement between ATU and its Members
- Weak implementation of planned programmes resulting from inadequate financial and human resources.
- Inadequate political support from the Member States to enable ATU to fully implement its programmes.

The stakeholder analysis process enables the identification of key actors in resolving specific issues for the successful implementation of ATU's mandate. The issues identified have communication implications and therefore, the actors involved have communication needs and contributions towards the achievement of objectives.

### The Stakeholder Engagement Strategy

Seventeen (17) main categories of stakeholders were identified. These are; continental bodies; developmental partners; global ICT organizations; regional economic blocs; regional regulators' associations; ITU; MDAs; regulators; academia; foreign envoys; NGOs and pressure groups; multinational organizations ; Associate Members; ATU Secretariat; media; Non-Member States; ATU (Admin Council & Conference of plenipotentiaries) and other ICT organizations regionally and globally.

The methods used for engagement depend upon objectives, the level of engagement required, the timing of when engagement activities are intended to take place, and the expected role of the stakeholder(s). All engagement methods have strengths and weaknesses; therefore, ATU should choose the right one(s) for the particular purpose and context. Methods should also be selected to meet the needs, capacity and expectations of the relevant stakeholders. More than one method is often desirable, and several methods can be combined to achieve an aim.

Stakeholder engagement methods can be participatory (two-way) or informative (one-way). Informative methods are considered for engagement as long as they meet the needs of stakeholders and are designed with those needs in mind; which usually means that they are co-defined and possibly co-designed with the stakeholders.

Below is the proposed mode of interaction with the stakeholder groups.

The following is a more specific mode of interaction with the stakeholder groups:

Stakeholder	ATU expectation	Stakeholder Expectation	Communication Gap	Strategic Involvement
MDAs (ICT & Foreign Affairs)	<ul style="list-style-type: none"> <li>• Support for programme and policy implementation</li> <li>• Support of ATU's involvement in the country</li> <li>• Linkage to policy makers such as presidents</li> </ul>	<ul style="list-style-type: none"> <li>• Value addition to country ICT efforts through:</li> <li>• Roll out of beneficial ICT programmes and projects in country</li> <li>• Joint partnerships on ICT projects</li> <li>• Building of human resource capacity within the ICT implementers in the country</li> <li>• Facilitating networking and collaboration among countries</li> <li>• Increasing ICT opportunities by promoting ICT investments and sponsorship of projects in the country.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of knowledge about ATU, its mandate and achievements.</li> <li>• Limited engagement between ATU and stakeholder</li> <li>• Lack of targeted persuasive information to bring them on board</li> </ul>	<ul style="list-style-type: none"> <li>• Access to information</li> <li>• A platform for appropriate representation at policy level</li> <li>• Collaboration-ATU activities, events and programmes.</li> <li>• collaboration for policy review and formulation</li> <li>• This is the policy level, where final decisions are made. Their information needs require to be met promptly to ensure they make beneficial and strategic decisions to facilitate the successful implementation of ATU's mandate.</li> <li>• Informal contact.</li> <li>• One on one meetings</li> <li>• Policy briefs</li> </ul>
Regulators	<ul style="list-style-type: none"> <li>• Involvement in ATU activities</li> <li>• Implementation of ATU's mandate/programmes/ recommendations</li> <li>• Technical advisory for policy development</li> <li>• Promote the exchange of technical and specialized personnel among themselves</li> <li>• Share experiences and exchange information on technical, financial, regulatory and other matters through study missions, workshops and seminars</li> <li>• Financially support the union through its contributions</li> <li>• Create linkages and connections between ATU programmes and the national ICT projects in order to facilitate successful implementation and collaboration.</li> <li>• Relaying members needs and interest to ATU and communicating ATU's value to MDA's.</li> </ul>	<ul style="list-style-type: none"> <li>• Roll out of ICT programmes and project in the country</li> <li>• Capacity building</li> <li>• Experience and information sharing on technical, financial, regulatory and any other ICT issue facing the continent or globally.</li> <li>• Information sharing regarding ICT issues</li> <li>• Continuous and effective communication from ATU</li> </ul>	<ul style="list-style-type: none"> <li>• Limited knowledge about ATU and its mandate</li> <li>• Weak information sharing from ATU to its members</li> <li>• Limited involvement in country ICT projects</li> <li>• Limited engagement with ATU</li> <li>• High unmet expectations</li> <li>• Previously failed promises</li> <li>• Lack of central depository data and information</li> <li>• ATU's laxity in engaging in the current ICT issues</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness/information dissemination</li> <li>• Lobbying and advocacy – this refers to the efforts made towards promoting ATU either directly or indirectly</li> <li>• Participatory events (e.g. training and exchange' visits, workshops, focus groups and other types of meeting, including social events. Stakeholder-led workshops or conferences focused on relevant issues linked to the ICT</li> <li>• Knowledge exchange groups (including steering groups, advisory panels, multi-stakeholder forums).</li> <li>• Periodical questionnaires and surveys.</li> <li>• Website</li> <li>• Social media (including online discussion groups and forums).</li> <li>• Videos. Newsletters and bulletins.</li> <li>• Policy Briefs</li> <li>• White Papers</li> <li>• Databases and information repository</li> <li>• Guidelines and toolkits for Members</li> </ul>

Stakeholder	ATU expectation	Stakeholder Expectation	Communication Gap	Strategic Involvement
Regional bodies (AUC)	<ul style="list-style-type: none"> <li>• Backing and support of ATU's mandate and operation in Africa</li> <li>• Involvement in ATU's activities and programmes.</li> <li>• Linkage to policy makers such as presidents..</li> <li>• Training of executive and middle level staff for Member States in multinational telecommunications/ICTs schools and colleges in co-operations with other specialized bodies in this field in Africa.</li> <li>• Assist Member States on technical cooperation matters with the International Telecommunications Union and other specialized bodies in this field.</li> <li>• The AU tribunal mediates disputes that may arise concerning the interpretation or application of any provision of the Constitution, Convention, the Administrative Rules and Regulations or their annexes after the union fail to solve it through mediation.</li> <li>• Oversight over ATU activities and implementation of its mandate</li> </ul>	<ul style="list-style-type: none"> <li>• Active involvement in ICT programmes and projects in Africa</li> <li>• Value addition in relation to ICT in Member States.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of oversight from AUC</li> <li>• Limited support of ATU's programme and activities</li> <li>• Work in silos and therefore lack harmony in communication and execution of ICT activities in Africa.</li> </ul>	<ul style="list-style-type: none"> <li>• Lobbying and advocacy</li> <li>• One on one meetings</li> <li>• Posters (including brochures, leaflets or factsheets).</li> <li>• Policy briefs</li> <li>• Knowledge exchange groups (including steering groups, advisory panels, multi-stakeholder forums).</li> </ul>
RECs	<ul style="list-style-type: none"> <li>• Linkage to policy makers such as presidents and ministers.</li> <li>• Support for programme and policy implementation at the regional level.</li> <li>• Collaboration and partnership for the development of ICT in Africa.</li> <li>• Harmonization of common positions at the level of their Member States.</li> <li>• Partnership and collaboration in ATU activities in the region.</li> </ul>	<ul style="list-style-type: none"> <li>• Active involvement in ICT programmes and projects in the region</li> <li>• Value addition in relation to ICT in Member States</li> <li>• Increasing ICT opportunities by promoting ICT investments and sponsorship of projects in the region.</li> <li>• Information sharing on ICT issues and solutions facing the region</li> </ul>	<ul style="list-style-type: none"> <li>• Limited involvement of RECs in ATU activities</li> <li>• Limited knowledge of ATU, its mandate and achievements in the region</li> <li>• Lack of information sharing from ATU</li> <li>• Limited knowledge on progress</li> <li>• Lack of targeted persuasive information to bring them on board</li> <li>• Work in silos and therefore lack harmony in communication and execution of ICT activities in Africa.</li> </ul>	<ul style="list-style-type: none"> <li>• Access to information</li> <li>• A platform for appropriate representation at policy level</li> <li>• Collaboration – ATU activities, events and programmes, collaboration for policy review and formulation</li> <li>• Lobbying and advocacy</li> <li>• Informal contact.</li> <li>• Knowledge exchange groups (including steering groups, advisory panels, multi-stakeholder forums).</li> <li>• One on one meetings</li> <li>• Videos. Newsletters and bulletins.</li> <li>• Policy briefs</li> </ul>
Academia	<ul style="list-style-type: none"> <li>• Innovative solutions to ICT challenges facing Africa.</li> <li>• Conduct research and collate regional and international trends on key emerging issues in the field of ICT, assess their impact then develop reports and recommendations for based on the findings.</li> </ul>	<ul style="list-style-type: none"> <li>• Spearhead/support ICT innovations in the institutions</li> <li>• Jointly conduct research and collate regional and international trends on key emerging issues in the field of ICT, assess their impact then develop reports and recommendations for Members based on the findings.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited engagement with ATU</li> <li>• Limited information sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Talk</li> <li>• Social media (including online discussion groups and forums).</li> <li>• Posters (including brochures, leaflets or factsheets).</li> <li>• One on one meetings</li> <li>• Joint stakeholder forums</li> </ul>

Stakeholder	ATU expectation	Stakeholder Expectation	Communication Gap	Strategic Involvement
		<ul style="list-style-type: none"> <li>Provide the institutions with exposure to other ICT opportunities and institutions regionally and globally.</li> </ul>		
Regulators Association	<ul style="list-style-type: none"> <li>Rallying Member States to support ATU</li> <li>Promote roll out of ATU's activities and programmes at the regional level</li> <li>Oversight over ATU activities and implementation of its mandate.</li> <li>Partnership and collaboration in ATU activities in the region.</li> </ul>	<ul style="list-style-type: none"> <li>Roll out of ICT programmes and project in the region</li> <li>Capacity building across the region</li> <li>Information sharing regarding ICT issues</li> <li>Continuous and effective communication from ATU</li> </ul>	<ul style="list-style-type: none"> <li>Limited knowledge about ATU's activities and programmes within the region.</li> <li>Limited information sharing</li> <li>ATU's laxity in engaging in the current ICT issues</li> <li>Work in silos and therefore lack harmony in communication and execution of ICT activities in Africa.</li> </ul>	<ul style="list-style-type: none"> <li>Awareness/information dissemination</li> <li>Collaboration-ATU activities, events and programmes, collaboration for policy review and formulation</li> <li>Lobbying and advocacy</li> <li>Informal contact</li> <li>Knowledge exchange groups (including steering groups, advisory panels, multi-stakeholder forums).</li> <li>One on one meetings</li> <li>Social media (including online discussion groups and forums).</li> <li>Videos. Newsletters and bulletins.</li> <li>Policy briefs</li> </ul>
ITU	<ul style="list-style-type: none"> <li>Capacity building regarding ICT related issues.</li> <li>Direction in regard to implementation of ICT projects</li> <li>Agenda setting in ICT related issues</li> <li>Support in the roll out of ATU activities and programmes.</li> <li>Oversight over ATU activities and implementation of its mandate</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of ICT programmes and activities in the region</li> <li>Partnership and collaboration for ICT in the region.</li> </ul>	<ul style="list-style-type: none"> <li>Work in silos and therefore lack/limited harmony in communication and execution of ICT activities in Africa.</li> </ul>	<ul style="list-style-type: none"> <li>Awareness/information dissemination</li> <li>Knowledge exchange groups (including steering groups, advisory panels, multi-stakeholder forums).</li> <li>One on one meetings</li> <li>Social media (including online discussion groups and forums).</li> </ul>
Foreign envoys	<ul style="list-style-type: none"> <li>Support ATU's involvement in their country</li> <li>Increase ATU's political good will in Member States</li> <li>Link ATU to policy makers in their country of origin such as ICT ministers and presidents.</li> </ul>	<ul style="list-style-type: none"> <li>Value addition to the ICT efforts in the country of origin.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of information sharing about ATU, its mandate and value within the ICT space in Africa.</li> <li>Limited knowledge on progress</li> <li>Lack of targeted persuasive information to bring them on board</li> </ul>	<ul style="list-style-type: none"> <li>Awareness/information dissemination</li> <li>Lobbying and advocacy</li> <li>Informal contact</li> <li>One on one meetings</li> <li>Videos. Newsletters and bulletins.</li> </ul>
NGO's and Pressure Groups	<ul style="list-style-type: none"> <li>Lobbying for the effective implementation of ATU's recommendation within the Member States e.g. cyber security and online child protection.</li> <li>Advocate for efficient and effective telecommunication services in Africa</li> <li>Oversight over ATU activities and implementation of its mandate.</li> </ul>	<ul style="list-style-type: none"> <li>Transparent, efficient and equitable of ICT projects and activities among the Member States.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of engagement between ATU and NGOs and pressure groups.</li> <li>Lack of targeted persuasive information to bring them on board</li> </ul>	<ul style="list-style-type: none"> <li>Awareness/information dissemination</li> <li>Videos. Newsletters and bulletins.</li> <li>One on one meetings</li> <li>Social media (including online discussion groups and forums)</li> </ul>

Stakeholder	ATU expectation	Stakeholder Expectation	Communication Gap	Strategic Involvement
Multinational Organizations	<ul style="list-style-type: none"> <li>Support in roll out of ATU programmes and activities in the region</li> </ul>	<ul style="list-style-type: none"> <li>Create an ICT investor friendly environment in the region through proper policy and regulation</li> </ul>	<ul style="list-style-type: none"> <li>Minimal involvement or invitation to get involved by ATU in ICT projects in the region.</li> <li>Weak information sharing</li> </ul>	<ul style="list-style-type: none"> <li>Awareness/information dissemination</li> <li>One on one meetings</li> </ul>
Associate Members	<ul style="list-style-type: none"> <li>Support in roll out of ATU programmes and activities in the region.</li> <li>Participate in the activities of the Union</li> <li>Participate fully and vote in meetings of the Union except the conferences of plenipotentiaries and the council of the Union</li> <li>Attend as observers the conference of plenipotentiaries</li> <li>Nominate and be nominated as chairperson or vice chairpersons of the technical and development conference subject to provisions of article 10 of the constitution</li> </ul>	<ul style="list-style-type: none"> <li>Create an ICT investor friendly environment in the region through proper policy and regulation</li> <li>Involve in ATU activities, projects and programmes</li> <li>Partnership and collaboration in ATU activities in the region.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of effective and efficient information sharing between ATU and Associate Members.</li> <li>Minimal involvement or invitation to get involved by ATU in ICT projects in the region.</li> <li>Lack of targeted persuasive information to bring them on board</li> </ul>	<ul style="list-style-type: none"> <li>Awareness/information dissemination</li> <li>Collaboration-ATU activities, events and programmes, collaboration for policy review and formulation</li> <li>Workshops, focus groups and other types of meeting, including social events. Stakeholder-led workshops or conferences focused on relevant issues linked to the ICT</li> <li>Knowledge exchange groups (including steering groups, advisory panels, multi-stakeholder forums).</li> <li>Periodical questionnaires and surveys.</li> <li>Website</li> <li>Social media (including online discussion groups and forums).</li> <li>Videos. Newsletters and bulletins.</li> <li>Databases and information repository</li> <li>Guidelines and toolkits for Members</li> </ul>
Development Partners	<ul style="list-style-type: none"> <li>Support in the roll out and implementation of ATU programmes.</li> </ul>	<ul style="list-style-type: none"> <li>ATU's provision of effective solutions to African problems and challenges through ICT.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of information sharing about ATU, its mandate and value within the ICT space in Africa.</li> <li>Lack of targeted persuasive information to bring them on board</li> </ul>	<ul style="list-style-type: none"> <li>Awareness/information dissemination</li> <li>Knowledge exchange groups (including steering groups, advisory panels, multi-stakeholder forums).</li> <li>One on one meetings</li> </ul>
Media	<ul style="list-style-type: none"> <li>Increase knowledge and awareness about ATU, its mandate and activities in Africa</li> </ul>	<ul style="list-style-type: none"> <li>Communicate about ATU's activities and efforts that are of value to the African continent.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of proper positioning of ATU stories to the media</li> <li>Limited engagement between ATU and the media</li> <li>Media has limited knowledge on ATU's progress</li> </ul>	<ul style="list-style-type: none"> <li>Awareness/information dissemination</li> <li>One on one meetings and interviews.</li> <li>Media Content-Press releases, opinion pieces, interviews, feature stories, media advisory etc.).</li> </ul>
Non-Member States	<ul style="list-style-type: none"> <li>Become ATU members and support its mandate in Africa</li> </ul>	<ul style="list-style-type: none"> <li>Show clear added value in country ICT programmes and efforts</li> </ul>	<ul style="list-style-type: none"> <li>Limited engagement and information sharing between ATU and Non-Member States.</li> <li>Limited knowledge on ATU's progress</li> <li>Lack of targeted persuasive information to bring them on board</li> </ul>	<ul style="list-style-type: none"> <li>Awareness/information dissemination</li> <li>One on one meetings</li> <li>Posters (including brochures, leaflets or factsheets).</li> </ul>

Stakeholder	ATU expectation	Stakeholder Expectation	Communication Gap	Strategic Involvement
Other ICT organizations in Africa	<ul style="list-style-type: none"> <li>• Synergize efforts for the development of ICT in Africa</li> <li>• Be the premier organization for ICT in Africa</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate for the development of ICT in Africa.</li> </ul>	<ul style="list-style-type: none"> <li>• Work in silos and therefore lack/limited harmony in communication and execution of ICT activities in Africa.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge exchange groups (including steering groups, advisory panels, multi-stakeholder forums).</li> <li>• Social media (including online discussion groups and forums).</li> </ul>
Regional Tele-communication Associations-APT, CITEL	<ul style="list-style-type: none"> <li>• Work together to progress the global ICT agenda and ensure mutual gains.</li> <li>• Engagement through a shared platform for knowledge sharing between regional stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Work together to progress the global ICT agenda and ensure mutual gains.</li> <li>• Resource sharing e.g. capacity building.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited engagement</li> <li>• Limited information sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge exchange groups (including steering groups, advisory panels, multi-stakeholder forums).</li> </ul>
Conference of Plenipotentiaries	<ul style="list-style-type: none"> <li>• Consider the report of the Administrative Council on activities of the Union since the last Conference as well as the reports and draft resolutions of any Committee that the Conference may set-up for this purpose</li> <li>• Adopt, at the conclusion of each of its sessions a report and the Final Acts which shall be addressed to all Member States as well as to the African Union (AU)</li> <li>• Support ATU's activities in the Member States</li> <li>• Lobby for roll out of ICT programmes and policy recommendations in the Member States</li> <li>• Act as a linkage between ATU and policy makers in Member States</li> <li>• Act as a linkage between ATU and the AU.</li> </ul>	<ul style="list-style-type: none"> <li>• Excellent reporting from the secretariat in terms of proper analysis of previous activities, current state of affairs and projections on future activities.</li> <li>• Clear articulation of needs and areas in which the General Secretariat requires support</li> </ul>	<ul style="list-style-type: none"> <li>• Weak information sharing</li> <li>• Limited engagement between the organ and other ATU arms</li> </ul>	<ul style="list-style-type: none"> <li>• Access to information</li> <li>• A platform for appropriate representation at policy level</li> <li>• Lobbying and advocacy</li> <li>• Videos. Newsletters and bulletins.</li> </ul>
Admin council	<ul style="list-style-type: none"> <li>• Guides the administration of the union</li> <li>• Direct, control and coordinate the financial, technical, administrative and other activities of the Union</li> <li>• Take all necessary measures to facilitate the implementation by the Member States of the provisions of this Constitution and the Convention as well as the various regulations and decisions of the Union</li> <li>• Promote international cooperation using all means at its disposal with a view to ensuring cooperation among Member States of the Union</li> <li>• Oversight role to the General Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>• Excellent reporting from the secretariat in terms of proper analysis of previous activities, current state of affairs and projections on future activities.</li> <li>• Clear articulation of needs and areas in which the General Secretariat requires support</li> </ul>	<ul style="list-style-type: none"> <li>• Weak information sharing</li> <li>• Limited engagement between the organ and other ATU arms.</li> </ul>	<ul style="list-style-type: none"> <li>• Access to information</li> <li>• A platform for appropriate representation at policy level</li> <li>• Lobbying and advocacy</li> <li>• Videos. Newsletters and bulletins.</li> </ul>



Stakeholder	ATU expectation	Stakeholder Expectation	Communication Gap	Strategic Involvement
ATU General Secretariat	<ul style="list-style-type: none"> <li>• Draft the proposed four-year plan of activities for the Union and the corresponding budget to be submitted to council before tabling it at the conference of plenipotentiaries</li> <li>• Draw up a draft annual programme of activities and associated budget to be submitted to council for approval</li> <li>• Coordinate the implementation of the strategic plan adopted by the conference and report to the council accordingly</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity building</li> <li>• Technical and financial support to execute ATU's mandate</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of proper financial and human resource capacity</li> <li>• Lack of an internal information repository</li> </ul>	<ul style="list-style-type: none"> <li>• Access to information</li> <li>• A platform for appropriate representation at policy level</li> <li>•</li> <li>• The secretariat is responsible for synchronised information sharing and would thus need to engage national coordinators and contact persons in Member States and regional ICT coordinators on a regular basis. The power for effective implementation lies in the synergy of the coordinators.</li> </ul>

## Conclusion

It is important to ensure that the methods being adopted are realistic and appropriate for delivering the desired outcomes, and that the proposed timing has been accepted by those who are planned to be involved. It should also be remembered that the location, timing, frequency of communication and methods employed can all have a great impact on the overall results and outcomes.

## CHAPTER 5: ATU COMMUNICATION STRATEGY

Communication is the lifeblood of any successful organization. It takes place in a setting, with the sender and receiver of the message(s), using a certain communication medium or channel. This communication strategy was developed after a thorough understanding and analysis of the African Telecommunications Union (ATU) background, stakeholders, successes, challenges, strengths, weaknesses, opportunities, threats and the contextual framework within which it operates. This strategy therefore provides an organized communication structure to manage successful interaction between the sender and receiver with appropriate and targeted messaging through easily accessible and in possible cases, sustainable channels.

On this premise, and in response to communication gaps identified, this document will consider: ATU as the sender of the message through the General Secretariat. The communication strategy is aimed at enabling the sender to own the message in order to deliver it with clarity and persuasiveness.

The messages will be disseminated through various channels. The channels can and are often affected by “noise”, which creates confusion, message distortion or poor delivery. The channel also influences the reception and results of the messages altogether. Based on the intricate findings from the situational analysis, the communication strategy will dictate the appropriate channels to ensure easy access to information and practical feedback mechanisms. It will thus help to manage the message packaging and delivery.

### Theoretical Framework

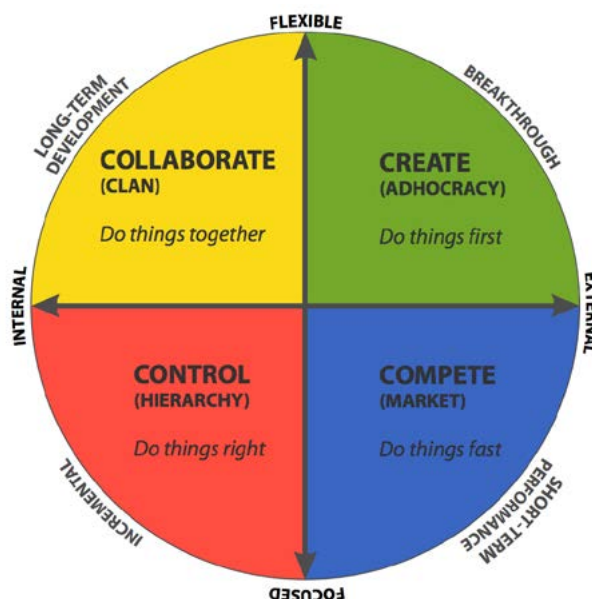
As clearly articulated in the previous chapter, ATU’s Communication Strategy will engage several segmented stakeholders according to their roles, influences and interests in ATU’s mandate.

These stakeholders bring to question how the ATU secretariat will balance the execution of its mandate while also taking care of the distinct stakeholder needs in place.

According to (Belasen & Belasen, 2018), there is a need to explore the breadth of communication while targeting the diversity of stakeholders through corporate communication. Inherently, the stakeholders mapped out in the previous chapter bring out distinct public relation tenets that include:

- Employee relations which in this case touches the ATU General Secretariat employees
- Media relations which refers to the media engagements landscape for ATU visibility and prominence
- Investor relations that seeks to target ATU friends and enablers for sustainability and extensive implementation of its mandate
- Government relations that considers the regulatory and policy environment that touches on ATU’s mandate across the continent.

Therefore, in order to fully execute the predisposed public relations tenets, Belasen and Belasen, propose the use of the Competing Values Framework for Corporate Communications (CVFCC). The diagram below puts into perspective the CVFCC proposition to corporate communication:



**The Collaborate Quadrant** depicts tools and techniques such as teamwork, talent management, empowerment, or inter-personal relationships that ought to be considered for long term development and a flexible engagement approach. In our case, ATU should seek to enhance the internal capacity of the ATU secretariat to compliment departmental efforts and by doing so, foster a clear understanding of the expected outputs and outcomes while executing ATU’s mandate.

**The Compete Quadrant** considers tools or techniques, such as competitiveness, fast response, decisiveness, driving through barriers, or goal achievement for a short term and focused engagement approach. In its bid to mark itself as the thought leader in so far as African telecommunications is concerned, ATU ought to be on its toes in authoritatively providing information during opportune instances. It also puts into sight the need for ATU to grow a robust scanning internal ability that can be relied upon to provide such instances as well as strategies that can be used at such times.

**The Create Quadrant** depicts tools and techniques focused on innovation, creativity, articulating future vision, transformational change, or entrepreneurship for a flexible approach that portends new dimensions of stakeholder engagement and also borrows heavily from the Compete Quadrant in terms of thought leadership and goes a foot ahead by seeking partnerships that can be leveraged upon for the success of ATU’s mandate. In this case, communication ought to play a huge role in eliciting sustainable partnerships for the benefit of ATU’s vision, goal and mission.

**The Control Quadrant** considers tools or techniques, focused on assessing and measuring, controlling processes, structuring, efficiency improvement, or quality enhancement and seeks to increase the effectiveness of stakeholder engagement. This not only looks at having a robust communication evaluation framework but also considers the technical expertise required to effectively deliver the corporate communication strategy.

The framework highlighted above has a snug fit to the overall outputs of the previous stages of the strategy and compliments the efforts that will be put in place towards allocating the anticipated engagement objectives and effective tactics for the implementation of the strategy among the identified stakeholders.

## Communication Objectives

The communication objectives are guided by the stakeholders' desired outcomes and thus speak to the improvement of the current communication situation within ATU. The overarching objective of this communication strategy is to ensure effective communication through information sharing for awareness creation about the union and its value for appropriate stakeholder engagement and successful delivery of ATU's mandate.

This overarching objective will be actualised through the following specific communication objectives:

Communication Objective	Rationale
To establish and sustain a culture of effective internal communication at the ATU Secretariat	For effective execution of communication activities, ATU needs to setup and inculcate the necessary structures and capacities among its staff.
To raise the profile of ATU's corporate image and brand in the continent and beyond	There are many organisations that have sprung up in Africa with similar mandates as those of ATU. Therefore, for ATU to distinguish itself as the voice of ICT in Africa, there needs to be more branding efforts to improve the visibility of the union and its activities.
To increase awareness of and knowledge about ATU, its activities and impact across the African continent especially the Member States and globally	Knowledge on the full extent of the role/mandate of ATU is limited across all stakeholders but more so with the listed partners/ Members. Reasons for this include limited engagement with ATU and limited information sharing on their mandate, programmes, activities and value. Maximum participation of stakeholders is pegged on their proper understanding of ATU's mandate in African telecommunications. Therefore, these stakeholders need more consistent, frequent, accurate and wholesome information in order to accord the necessary backing and support to ATU.
To enhance ATU's engagement with pertinent stakeholders for better coordination of its mandate	Stakeholders are an important component for successful implementation of the organisations mandate. ATU has been experiencing low support from its stakeholders. In a bid to alleviate this, it is important to have all stakeholders onboard to achieve improved understanding and support for its activities.

The communication objectives represent the desired action or behaviour to be achieved through the strategies and tactics, which are specific to the various stakeholders involved.

## Understanding ATU's communication

Communication under ATU should be TICK!

- **Timely:** All information sharing will be done appropriately, and in consideration of the stakeholders' schedules and priorities.
- **Interactive:** There will be mechanisms to provide feedback, ensuring that all stakeholders' views are heard, and appropriately addressed.
- **Convincing:** Stakeholder engagement in the various activities will bear a consistent and credible message and image as well as clear content to ensure that stakeholders relate with the message and adopt the desired behavior.
- **Key:** Communication is pivotal and will be embraced by all ATU staff at the general secretariat and within the different tiers and groups in the ATU.

## Key messages

The key messages are directed to the relevant stakeholders and are useful for three main reasons:

- Informing the stakeholders of their role within the implementation, with an emphasis on the importance of collaboration.
- Involving the stakeholders in activities of planning, decision making, initiatives, and programmes.
- Overall coordination of the activities across Africa.

The table below shows the key messages that will be used to engage the different stakeholders:

Stakeholder	Key Message
MDAs (ICT & Foreign Affairs)	ATU is open to extensive engagements with governments and their agencies in order to enhance the effectiveness of telecommunications on the continent
Regulators	You are key stakeholders for facilitating the realisation of telecommunications development in Africa. ATU acknowledges and appreciates your efforts and considers you as key partners towards enabling ICT in Africa
Academia	As research and knowledge hubs, ATU looks forward to enhancing mutually beneficial relationships with you for sustainable and targeted telecommunications in Africa
RECs	As integration platforms, ATU considers your work as having huge inputs towards the realisation of sustainable African livelihoods. We therefore look forward to working with you for enhanced telecommunications integration in Africa
Regulators Association-TRASA, WATRA, ARICEA	As integration platforms, you are key stakeholders for facilitating the realisation of telecommunications development in Africa. ATU acknowledges and appreciates your efforts and considers you as key partners towards enabling ICT in Africa. We therefore look forward to working with you for enhanced telecommunications integration in Africa
Regional Bodies-AU, AfDB	Our existence is wholly dependent on your continued support. We appreciate the journey so far and look forward to more strides together
ITU Regional Office	By synergising our efforts, we can achieve more for the sake of the African continent
Embassies & Foreign Envoys, High Commissions, Consulates)	ATU looks forward to full representation of African States in telecommunication agenda. We therefore consider your support as an asset towards ensuring that the needs of each state/ country are met through ATU
NGOs (Pressure Groups)	ATU is open to working with all stakeholders for the sake of advocating for efficient and effective telecommunication services in Africa
Multinational organisations (Private sector and Global ICT institutions)	Facilitating African wide telecommunications for enhanced livelihoods, conservation and improved economies is our priority. Through your support and backing, we can fully achieve this priority
Associate Members	Let us work together for mutual benefit. By synergising our efforts, we can achieve more. Let's work together to reap the benefits of the development of ICT in Africa
Development Partners (Funders, Resource partners)	ATU is open to working with diverse stakeholders for improved capacity thereby enhancing the execution of our mandate.  By backing ATU, you are making an invaluable contribution towards African livelihoods through ICT
ATU Secretariat	You are the drivers of change in the telecommunications sector in Africa.  Your sacrifice and contributions go a long way in ensuring that each African has reliable, affordable and accessible ICT solutions for their livelihoods
Media	ATU considers you as a pertinent stakeholder that will ensure the objectives of African wide telecommunications are met
Non-Member States	ATU invites you to be part of an African wide task that will ensure reliable and accessible ICT solutions for our continent

Stakeholder	Key Message
Admin Council	The council's guidance and support facilitates the effective implementation of ATU's mandate across Africa
Conference of plenipotentiaries	The council's guidance and support facilitates the effective implementation of ATU's mandate across Africa
Other ICT organizations in Africa	By synergising our efforts, we can achieve more for the sake of the African continent
Regional Telecommunication Associations-APT, CITELE	We need to work together to achieve global growth in ICT for the benefit of all

## Communication Tactics

For TICK communication, the specific listed tactics are relevant to the achievement of the objectives.

### Objective 1:

#### To establish and sustain a culture of effective internal communication at the ATU Secretariat

##### 1. Capacity Building on Communication

For effective communication from the sender of the message (General Secretariat) to the target audience, there needs to be training of the members of the General Secretariat on the following areas which in one way or another affect the effective delivery of ATU's message.

- Communication skills training for the communication team: ATU should build the capacity of its communication team on various communication skills such as videography, photography, editing, report writing, media and digital engagement.
- Training of programme officers on communication: Programme officers are best placed to talk about ATU and its programmes and communicate value propositions to Member States and should therefore be equipped with the necessary communication skills.
- Resource mobilization training: Human resource should take it upon itself to train the ATU Secretariat on resource mobilization.
- The trainings can be done through various channels such as brown bag lunches, capacity building workshops, meetings, mentorship/apprenticeship programme and expert talks.

##### 2. Information Repository

This is an internal information repository of documents accessible to staff in their line of duty. Information available in the repository should be separated per the ATU core programmes and cover information on activities, projects and meetings under each programme arranged in a chronological order. Additionally, ATU should have handbooks and manuals (e.g. induction, HR and finance) addressing general operating procedures and guidelines. The information repository should exist both in soft and hard copy.

##### 3. Refinement of the Organizational Culture

The communication department should spearhead the refinement, promotion and implementation of a fit-for-purpose organizational culture. All departments should be empowered and resourced to embed and implement ATU values effectively. This could be through the development of the service charter and communication materials such as email banners and wall murals that reiterate the Union's core values.

#### **4. Planning Meetings**

Meeting ensure that there is proper coordination, collaboration, synergy and execution of the Union's mandate. Internal meetings make it possible for the Union to effectively plan its communication in advance and leverage on the various communication tactics to ensure successful achievement of ATU's mandate as well as activities. The following are the proposed internal meetings that ATU should consider having:

- **Annual Planning Meetings**

The General Secretariat should have annual strategic meeting at the beginning of every financial year, where they assess their pipeline of the activities, programmes and projects as well as their strategic execution. Departmental activities, objectives, avenues for resource mobilization/partnership, risks, execution strategy and evaluation criteria should also be analysed. During such meetings, each department should demonstrate aspects of collaboration and synergy with other departments within the ATU secretariat and the broader ATU. This will allow interlinkage of activities between department and will ensure that all departments work collaboratively to utilize the available resources to achieve the Union's goals.

- **Quarterly Review Meetings**

The meetings should be used to review the annual strategic goals and activities set during the annual planning meeting.

#### **Secretary General's Tea**

This is a monthly meeting used for inter-departmental updates. During the meeting each programme officer can brief the team on the activities for the month. The meeting also creates an opportunity for members of the team to bond and enjoy a meal together.

- **Stock Meetings**

Annual stock meetings should take place at the end of each financial year. The meeting will provide an opportunity for ATU to review implemented activities, analyse success, challenges and develop future strategies.

#### **5. Internal Communication Reporting Systems**

An internal documentation and reporting system will ensure effective evaluation of ATU's communication efforts. The communication department will provide a report template to other departments that will ensure ease of reporting. For example, in the template, each department will be required to report on their activities, number of reports submitted to Members, internal and external recommendations received, number of collaborations or contributions made by stakeholders to ATU; and number of participants/members in ATU meetings.

#### **6. Development of Intranet for ATU staff**

Intranet can be used as a channel for open communication that would help foster an open and transparent pattern of communication among the Members of staff. The anonymity guaranteed by the intranet can enable members give their feedback, opinions and recommendations on effective communication tactics.

#### **7. Expansion of the Communication Human Resource Capacity**

ATU should expand in terms of its human resource capacity. There is need for ATU to have a fully functional communication team with experts such as content curators and translators. Such expertise can be developed in house or outsourced.

## **8. Staff Motivational Activities**

Staff need to be continually motivated to work towards the achievement of the union goals. Some of the activities to motivate staff should include; SG's lunch, staff retreat and team building activities. Also, staff who meet and surpass their deliverables should be rewarded. The recognition criteria and incentives should be discussed at the managerial and departmental level. Thereafter, the communication department in collaboration with the human resource department should design internal activities that celebrate employee achievements such as employee of the year/ month awards.

## **9. Acquisition of audio-visual equipment**

ATU should acquire audio-visual equipment such camera, video recorder as well editing and design applications for use in its communication activities.

## **Objective 2:**

**Raise the profile of ATU's corporate image and brand in the continent and beyond.**

### **1. Brand Manual/Guidelines**

To stand out, ATU's brand must clearly distinguish itself from the rest by developing a brand guideline. This are a set of rules that create a unified identity by connecting multiple elements within the ATU brand. When a brand's identity is cohesive, it increases the brand's perceived value. Also, consistency allows the brand to appear more professional and reliable. By implementing brand guidelines, ATU makes it easier to maintain the quality and integrity of the brand's image, ensures consistent communication of a specific brand identity, sets the standards and rules for interaction with the ATU brand and makes the brand easily recognizable.

Brand guidelines can contain sections on:

Brand guidelines can contain sections on:

- The ATU brand identity (mission, core values, personality, tone, elevator pitch, etc.)
- The ATU brand assets and their appropriate use (logo, color palette, typeface, spacing, tone, font, typography backgrounds, etc.)

### **2. Rebranding Event**

ATU should have a rebranding event. This will signify a strategic change of the Union's brand identity with the intention of positioning it differently while still retaining consistency between the evolution and the original identity. The event can be used to introduce the new logo or the communication strategy.

### **3. Office Branding**

The look and feel of the ATU offices should communicate about the brand as a lot of meetings are held between the SG and members, partners or affiliates within the premises. ATU brand colours and logo should be reflected in the offices. The reception can be used display ATU's vision, mission, mandate or core activity programmes.



#### **4. ATU Branded Materials**

To raise the profile of ATU's corporate image, ATU should ensure maximum visibility of its brand. This can be through branded merchandise as well as communication and marketing materials. The branded items can be used in events or given to stakeholders. They include; pens, shirts, cups, calendars, drinkware, T-Shirts, custom tote bags, power banks, USB drives, apparel, custom desk accessories, headwear, communication materials, documents and banners.

#### **5. Positioning of the Secretary General**

It is important for the leadership of ATU to come out strongly to the foreground in order for the union to attain a human face. The SG should be strategically positioned as a thought leader in the field of ICT and a champion for the growth of ICT in Africa. This should be done by ensuring the SG is invited to speak in ICT forums and institutions. The SG can also be part of panelists in key decision-making discussions about ICT in the region and beyond. In the media, the SG can be positioned as a thought leader in ICT through press conferences, season greetings, interviews/ media tours, developing opinion articles and making commentaries on topical ICT issues.

#### **6. Website**

A website is the 1st impression that ATU gives its stakeholders online. Therefore, the ATU website should be a quality website that is clean, well-organized, easy to navigate, clear/concise, modern (in terms of style and layout), functional, branded, and informative.

### **Objective 3:**

**Increase awareness of and knowledge about ATU, its activities and impact across the African continent especially in the Member States**

#### **1. Success Stories**

Success stories serve to validate the effort, time and resources put into ATU programmes and activities. Apart from creating awareness about ATU, success stories will influence stakeholders to support the union as they will clearly show the impact ATU has had in the African telecommunications landscape. There should be an ATU success story from each region. The stories should be based on ATU's achievements and on aspects where it has brought clear added value to its stakeholders. The stories should be shared with Members, Non-Member States, partners, political leaders and the AU. They can be shared through; documentaries, newsletters, emails, proposals, infographics, printed documents, CDs, graphs and as presentations during face to face meetings.

#### **2. Programme/Project Updates**

ATU should communicate about its ongoing activities, achievements, programmes, projects, challenges and successes. ATU should also communicate in-country updates to the Member States to create awareness about their activity and presence. The information should be shared with MDAs, regulators, RECS, AU, ITU-R, diplomatic envoys, NGOs, pressure groups, development partners as well as Associate Members. The programme/project updates can be communicated through a shared calendar of activities. The channels for communication used should include; newsletters, letters, emails, meetings, presentations, infographics, graphs, Facebook, Twitter, LinkedIn, WhatsApp, Website, reports and the mainstream media.

### **3. Thematic Sensitization Campaigns**

ATU should sensitize its Members on the importance of ATU programmes and recommendations. Knowledge enhancement will promote active participation by the Member States, Associate Members of ATU and all actors of the telecommunication/ICT sector.

### **4. Advocacy Campaigns**

This is communication on how ATU is meeting the needs of their stakeholders and giving value to the Members and the importance of ATU as a player in ICT. It is especially important that MDA's and regulators know the value of ATU in Africa. Such advocacy campaigns can be done through events such as Members events, face to face meeting, inter-ministerial meetings, ATU high level forums and breakfast meetings.

### **5. Joint Stakeholder Engagement**

Joint stakeholder engagements can be used to communicate ATU's value to the Member States and development partners. Joint stakeholder engagement can also be used to source for partnerships in regard to ICT projects in Africa. For example, international and regional exhibitions can be used to showcase; ATU's contribution to the ICT development journey of the Member States; ICT programmes and project undertaken by ATU in the region; success stories as well as research and ICT innovations and technologies from Member States.

### **6. The Africa Innovation Platform**

To create awareness about ATU and its role in Africa, ATU should set up an African innovation platform. The Union could use this as a tool to show its initiative in accelerating the development of ICT in Africa by promoting ICT innovation, technologies, talent and e-skills development. The programme can be celebrated through an annual innovations award ceremony that can be done in collaboration with Members and partners.

### **7. Publishing and Dissemination IEC Materials**

ATU should facilitate access to and/or prepare best-practices on various ICT issues that will act as resources to help members implement ICT programmes and the information will also enhance awareness about ATU and its mandate. This could be done mainly by ATU or in collaboration with ITU, partners or Member States. Such information may include best practices and toolkits, ICT blueprints, white papers, research papers and policy briefs.

### **8. Endorsements**

ATU should seek for endorsements. An endorsement occurs when an organization speaks on behalf of ATU in a positive way. Whether written or visual, endorsements can be a huge boost for ATU in terms of creating awareness. The endorsement should come from respected bodies such as AUC, ITU, ITU-R, RECS and regulators association. The endorsement can be done through co-hosted events, partnerships, having an ATU tab in their website and during joint online meetings and discussions. For AU, it can be done by allocating the SG a session to address members in the ICT caucus or an ICT related meeting of the AU.

## 9. Sponsorships

Sponsorship and co-sponsorship with members and partners in ICT programmes, projects or activities across Africa will raise the profile and visibility of the ATU brand.

## 10. ATU's Digital Footprint

A digital footprint is all the information about ATU that is openly available on the internet as a result of online activities. Digital footprint is very important as stakeholders including potential partners can base their opinion of the union on what they can find online. ATU should therefore increase its digital footprint by using the following avenues:

- **ATU Website:** The website is universal information hub. This digital platform can be used as a key information dissemination point, updating stakeholders on progress and upcoming activities. Also, it can be used to share updates from implementing countries that have an effect on the region and upload opinion pieces from influential stakeholders who support, advocate and endorse ATU's core activity programmes just to mention a few. The website should be updated on a weekly and monthly basis to ensure all relevant information is captured and shared in a timely fashion.
- **ATU's Social Media Platforms:** The social media platforms can be used to create awareness about ATU, its mandate and impact across the continent. This can be done through sharing of content-rich information that is of value to the Members and through the continuous engagement of the Members on the digital platforms.

## Channels

The following channels can be used to effectively execute the communication tactics above in order to ensure increased awareness of and knowledge about ATU, its activities and impact across the African continent especially in the Member States.

### a. Newsletter

To enhance information exchange, ATU should publish a monthly/quarterly (e) newsletter. Collating content generated from the Members, the publication should contain updates on advancements made in each of the ATU core programmes and activities.

### b. Webinars

ATU can organize for monthly webinars with regulators and Associate Members. The webinars can be used to share knowledge, ideas, and updates.

### c. ATU Documentation and Magazine Desk at the AU offices

ATU should have a desk in the AU. This will increase ATU's awareness and recognition as the specialized agency of the African Union (AU) in the field of telecommunications/ICTs.

### Reports

To create awareness about ongoing ATU activities; ATU should develop reports of its activities, programmes and meetings conducted. This can be shared via email or ATU can have a webinar to report back to their Members. Such reports can also be shared with MDAs and RECs.

### d. Infographics

Infographics are used as a powerful tool to allow people to easily digest information using visual data, charts, and statistics. ATU can use infographics to share project reports, white papers, success stories and annual reports in a simple and easily digestible format. The infographics can be distributed via the digital assets, the website and the media.

#### **e. Blogs**

ATU should put together a collection of incidences into a captivating story of factual information that can be developed as blog articles. The articles can be on various ICT issues that can be published on the ATU website and links to the articles can be shared through ATU's social media platforms (Twitter, Facebook, LinkedIn, Instagram).

### **Objective 4:**

**To enhance ATU's engagement with pertinent stakeholders for better coordination of ATU's mandate**

#### **1. Development of Communication Guidelines to Enhance Communication Between ATU and Members/Partners**

It is very important to establish the flow of communication between the secretariat and its Members, partners and potential partners. ATU also listen and collate data from its Members. They should also ensure that they have a feedback system to create better correspondence for improved coordination. Additionally, should also strive to ensure regular updates and communication from the contacts in the Member States. There should be a good working relationship between ATU and the contact persons within the Member States.

#### **2. Annual Strategic Outlook Meetings**

This is for enhanced collaboration with other regional ICT institutions. The opportunity exists for the relationship to be nurtured between ATU, AU, RECs, regulators association and the ITU Regional Office with the objective of progressing Africa's ICT agenda. ATU should have annual strategic outlook meeting separately with the three organs so as to align activities and leverage support. Once such meeting are held, ATU should then come back to the drawing table and consolidate a plan.

#### **3. Calendar of Activities**

Given that ATU works with various Members and partners, there may be competing interests for time and country specific priorities, sharing a calendar of activities and events facilitates planning and ensures the relevant stakeholders are mobilized. When setting meetings, ATU should plan carefully and set their meetings dates strategically to avoid clashing of the ATU meeting with other regional and international ICT meetings. The date and the agenda should also be communicated to the stakeholders 3 months in advance to make it possible for the members to plan effectively, reflect on the action items and therefore give a meaningful and rich contribution during the actual activities and programs. The calendar of activities can be shared via email, website, WhatsApp, google calendar, Microsoft outlook, newsletter and social media sites. ATU should also communicate the benefits of the meetings to the host countries in order to get more Member States hosting ATU events.

#### **4. Policy Talks**

For ATU to effectively deliver on its mandate of promoting the development and adoption of appropriate African telecommunications/ICTs policy and regulatory frameworks, ATU needs to get the buy in and support from MDAs, policy makers and RECs. Building from the internal communication structures, lobby groups can be formed based in the various African regions. The lobby groups can be used to organize lobby and representing ATU in meetings involving MDAs, policy makers and regional blocks in order to influence the harmonization and implementation of various ICT policies and regulation. This could also be in the form the organizing of face to face meetings between the SG and the minister or between the minister and the SG accompanied by program partners and RECS representative.

ATU annual regional round table discussions can be organized where ATU can invite representatives from the AU, RECS, Associate Members and ICT ministers in the Member States to share best practices, resolve issues and developing action plans based on knowledge gained from such discussions.

## **5. Consultation Forums**

ATU should fully consult and engage its Members, partners and other major ICT players in the continent in regard to its work and furthering its agenda in the continent. The following are the avenues for consultative forums;

### **i. High Level ATU Forums**

ATU should organize for high level special forums for decision makers and influencers in the ICT sector and in the Member States. For example, ministerial forums can enhance one on one interactions between ATU and the ministers of ICT and foreign affairs in the Member States. ATU can also host high level forums for the heads of the regulatory bodies in the Member States. Such forums can be used to convince these key offices of ATU's value in the country and in the region.

### **ii. Youth Communication Initiatives**

ATU should hold youth-oriented activities such as conferences with the aim bringing the voices of the youth in ICT in Africa. ATU should also include the youth in all discussions, meetings and activities.

### **iii. Inter-Sectoral Engagements and Meetings**

There needs to be engagement between various ICT sectors and players within the African ICT space for them to effectively share experience and expertise and find common grounds for the development of ICT in Africa. Such engagements will create synergy between various sectors for the region's best interest.

### **iv. Relationship Building and Strengthening Campaign**

ATU should be in constant communication with Member States to find out areas of collaboration or areas where Members need or could give support. Relationships are mainly strengthened through meetings. Therefore, this can be done through; ATU physical visits to the Member States, invitation of contact persons or the Director of the regulatory body to ATU, hosting online meetings such as webinars as well as hosting in country meetings with the ministry, regulator and Associate Members operating in the country.

### **v. ATU should pick countries that are inactive in its matters and hold a meeting or reception there.**

### **vi. ATU Technical Discussions / Expert Workshops**

ATU should have open forum for discussions where industry players can convene and present their point of view as well as strategize for Africa's growth. It gives an opportunity to industry experts and players to network, as well as present their systems and technologies. Therefore, ATU should, enhance technical discussions at the technical level. ATU should convene workshops on specific technological topics in order to generate the interest and participation of the industry.

### **vii. ATU Courtesy Calls**

There is need to create political goodwill with the Member States. ATU should engage African governments and encourage the use of ICT for the development of their countries. Leaders in government should be sensitized on the strategic role of ICTs to ensure they support ATU. The AU and the ATU conference of plenipotentiaries can be used to facilitate meetings between the SG and policy makers such as presidents.

### **viii. Exchange Programmes**

ATU should organize for exchange trips and sharing meetings among Member States on regulatory issues. Exchange programmes can also be organized for ICT researchers as well as ICT pilot projects to promote and develop ICT among the Member States. This facilitates learning and knowledge enhancement for effective implementation of ATU programmes.

### **ix. Mentorship Programmes**

ATU should develop partnerships with the academia to design mentorship programmes for youth in the field of ICT. ATU should enter and/or review cooperation frameworks with centres of excellence and other training centres in Africa for the nurturing the future leaders of ICT. This initiative can be rolled out through bootcamps, competition and phased mentorship projects.

### **x. Value Proposition Campaign**

This should be done by prioritizing, focusing, building and communicating on the strengths of the Union. ATU should clearly communicate their value proposition to the Member States, Associate Members, AU, regulators Association and RECs. ATU should clearly show the Member States the reasons why they should join and commit themselves including the benefits of being members. This will in turn help the Member States support the Union. This should be shown by activities, programmes and projects rolled out in the Member States. Additionally, ATU needs to reach out to Non-Member States and convincingly engage them on the benefits of joining ATU as well as sensitize stakeholders in the ICT sector to join ATU as Associate Members or partners..

### **xi. Communication for Capacity Building**

ATU should effectively plan annually its capacity building schedule for its Members. The union should also take initiative to identify regional priorities and issues of common interest including outcomes of global ICT conferences and then build the capacity of the Members on such issues.

## **6. Development of Membership Packages**

ATU should revise its membership package to have various categories as well as more incentives and benefits to Members. Also, ATU should seek expansion of its membership by having an affiliate membership that is open to any active member in the telecommunications service or information infrastructure with a substantial presence in the region. An applicant for affiliate membership should be nominated by a Member or an Associate Member. Additionally, ATU should establish a partner organisation category in its statutes to provide a framework for relationships with organisations that do not fit in the associate membership. This category will include international organisations, academic networks, university and research networks, among others. The extension and modification of its packages will lead to increased awareness and synergy among ATU and its stakeholders.

## **7. Communication to Increase AUC's Involvement**

If ATU gets the backing of AUC, it will be easier to get support from Member States. ATU should express its wishes to the AUC of having an AUC representative in ATU's physical and virtual meetings. Also, ATU should request for co-branding with the AUC in order to increase visibility and appreciation of the brand by Member States. Reporting to AUC, will increase the commissions involvement in ATU. Therefore, ATU should ask to submit communique, quarterly and annual report to the AUC as well as programme and project reports. Lastly, to increase AUC's involvement, ATU should;

- Lobby for an ATU Expo Centre/ Desk within the AUC during its forums and meetings
- Lobby to be given speaking opportunities during AUC meetings
- Lobby to have a tab or at least some form of digital platform back links in the AUC website.

## 8. Creation of a Regional ICT Knowledge Hub / Content Creation

There is laxity on ATU's part in regard to engaging in ICT current issues and trends, other organisations are more hands-on matters telecommunications in Africa than ATU. Therefore, ATU should engage their stakeholders more on ICT issues. This should be viewed as one of the core activities of ATU. ATU should focus on developing material relevant in the sector to position them as a reference point for ICT matters in Africa and issues on its mandate. To increase awareness and knowledge about ATU, the Union should develop content on the structure and role, issues ATU is handling and what is being done by the union. Also, ATU should focus on developing content on the following areas; spectrum policy summit reports, global decision making in regard to key ICT issues, integration of regional markets, regional ICT policies, ICT infrastructure among others. ATU should also generate information about its programmes. Lastly, ATU should create a regional ICT hub with information from the academia, associate members and the ITU-R. The resource centre can be available in the website.

## 9. ATU Liaison Office

There is need for ATU representatives on the ground to help create awareness about the Union, its programmes and mandate. Therefore, ATU should work with the contact persons in the Member States or should have; ambassadors; programme coordinator per Member States; regional programme coordinators per the African regions; or ATU offices in each of the African regions.

## Channels

The following channels can be used to effectively implement the above tactics that will ensure increased engagement between ATU and its pertinent stakeholders for better coordination of its mandate.

### a. Virtual Monthly meetings

These meetings enhance effective communication as they create a platform for ATU and its members to reports, meetings and deliberate on the regional outlook with country considerations. They create an inexpensive opportunity for ATU to continually engage its stakeholders.

### b. ATU Website

The ATU website should be used to support external communication. ATU should publish information on its website about the documents and instruments (resolutions, decisions, and recommendations) adopted in all areas of ATU and its programmes. The purpose of designing a website is to make it convenient for users to act in different aspects.

It is important for ATU to come up with shareable posts such that after reading, one will be able to share the post with other people and help ATU reach a wider audience. Having shareable content means that the posts should be relevant and be brought closer to the audience such that they can relate with it, like it and share it. A simple way of encouraging this is by incorporating CTA (or Call-To-Action) in the website by way of buttons, images and links accompanied by an actionable text that explains to the visitors the outcome of their actions.

### c. ATU WhatsApp Groups

This platform will strengthen the relationship and engagement between ATU and the members as well as among members themselves. The platform will facilitate immediate sending and receiving of information, open communication among members, networking, sharing of progress, challenges and needs around implementation of ATU activities while finding solutions. It will help keep communication between ATU and its stakeholders warm.

### d. Google Docs

For effective communication, information should be distributed according to the sectors. All documents relevant to the members should be in a google document including meeting reports.

## ATU Media Relation Strategy

### Rationale

Being a regional organisation with direct impact to millions of people across the continent and with extensive contribution to technological development in the globe, mass media is an important tool in creating awareness about the union, its activities and impact. For effectiveness, media relations for ATU will take the following four-pronged approach:

### Building Networks

- i. Media Mapping-ATU should map out the most effective and strategic media channels to be used. As part of enhancing communication, it is important for ATU to use media that key decision-makers and stakeholders in their sphere pay attention to in order to achieve influence. Also, ATU should ensure that they achieve equilibrium in language spread across the English, French and Arabic media channels.
- ii. Media Networks-several media platforms exist at both national and regional levels and provide opportunities for partnership. ATU should tap into these networks to ensure it creates awareness about the union as widely as possible. These networks include:
  - In-country networks- these constitute journalists especially the ones covering ICT /technology stories. This should be done in collaboration with the communication department in the Member States.
  - Regional networks- There several networks that broadcast about ICT that can serve as the ideal platforms to highlight ATU activities and issues and reach key stakeholders.

### Engaging Networks

This can be done by:

- i. Organising Press Trips-otherwise known as press familiarization trips, press trips provide an opportunity for journalists to have first-hand interactions with ATU projects/programmes hence enhancing the chances of obtaining high-impact coverage. Also, such one-on-one sessions provide an opportunity for key ATU spokespersons such as management to meet key editors and journalists hence create a better relationship between ATU decision makers and the media.
- ii. Media Training-The discussions will be platform to educate the press on ATU's core activity programmes and mandate. It creates an opportunity to learn about issues of concern from journalists and gather knowledge on relevant media content. The aim is to ensure that they're conversant with issues surrounding ATU's core activity programmes, initiatives and success stories to the extent that they are themselves advocates of the union.
- iii. Media Chill Outs-ATU communication department should organize for media chill outs with journalist and editors. An informal kind of gathering that could be a cocktail, dinner or lunch where the department and the media get to interact on a more personal basis. It could be a good avenue for key spokespersons and programme coordinators to inform journalists of ATU upcoming project and programmes.
- iv. Media Content Generation- This creates an opportunity for ATU to highlight planned, ongoing and completed activities in regard to its mandate. It can also be used to push out messages on the areas that require action especially from policy makers and state actors. Media content can be useful in communicating ATU's value to the region. This can be done through media items such as opinion pieces, feature stories, interviews, guest articles and forewords.
- v. Press Conferences- Press conferences can be used to highlight newsworthy activities, milestones and events and create awareness about the union. ATU should hold press conferences in collaboration with the regulators, ministries or associate members in the Member States based on the type of activity. ATU should also hold press conferences with MoICTs, government officials and RECS representative with the aim of highlighting the need for harmonized policy and regional ICT projects where applicable.



- vi. Press Statements-ATU should monitor the external environment and ICT landscape regionally and globally in order to offer insights and advice by issuing press statements on various ICT issues facing Africa. Press statements can also serve as a response to ICT concerns/issues raised by the African countries.
- vii. Tapping into Existing Networks- News aggregators such as Africa Press Organization (APO) and PR Newswire provide an opportunity for ATU to broadcast its value and core activity programmes messages far and wide. Such platforms are important given the scope of ATU, which cuts across borders. In this regard, ATU should pursue partnerships with such networks and use them to create awareness about the union.

## Media Buying

ATU should advertise through the media to create awareness about the union and its value. This might include periodical advertising in ICT related magazines, broadcast advertising and public service advertising. The advertisement could be on an upcoming event or about ATU and its activities.

## Media Monitoring and Reporting

It is important for ATU to measure the success and effectiveness of its communication efforts. Media monitoring is the act of ATU tracking its mentions across print, online, and broadcast media output. Media monitoring will enable ATU know which issues, angles, stories or activities they can communicate about that are of interest to their stakeholders. It will also enable ATU to know which tactics successful and which ones are not. Additionally, effective media monitoring will enable ATU deal with a crisis quickly and listen out for negative publicity.

ATU has acquired Meltwater, media monitoring tool for the period of January-December 2020. Meltwater provides media monitoring and engagement software that emphasizes on analytics and focused engagement. The tool will offer real-time insights on ATU's media coverage. It examines millions of posts each day from social media platforms, blogs and news sites, filtering out the useless or non-applicable ones and assigning sentiment to the ones ATU is interested in. It is effective in setting up searches, finding key influencers and tracking online performance.

ATU should Meltwater monitor and track;

- ATU mentions;
- Stories and trends that affect the ICT sector regionally and globally.

## ATU Social Media Strategy

The world of digital internet technology is evolving rapidly and is becoming the most sophisticated and yet vital means of communication. Social media is the use of web-based and mobile technologies to turn communication into interactive dialogue. With the availability and spread of internet across the globe, there has been a surge of social media platforms. It is therefore imperative that social media becomes the best and most versatile publicist tool that should be used to engage with ATU stakeholders.

## Rationale

**There's need for ATU to adopt social media engagement as a communication tool. These opportunities have both quantitative and qualitative dimensions, as follows:**

- a. The readership, listenership and viewership of traditional media (press, radio and television) are declining among most demographic groups, particularly among young people, and use of social media is increasing rapidly, therefore, these forms of media offer increased access to ICT stakeholders.
- b. Social media platforms are interactive: they offer qualitatively improved opportunities in mediated communication. Whereas traditional mass media primarily involve one-way transmission of information, social media provides two-way interactive and participative engagement with stakeholders as they can seek information directly relevant to their needs and interests, and they can participate in discussions. Psychological research shows that engagement is enhanced through the affordance of voice and participation and, conversely, that it is much less achieved through one-way information flow.

Social media can offer cost savings compared with use of traditional mass media, as well as access to low-cost and no-cost metrics for measurement and evaluation.

**However, there are several contingent factors that mitigate the effectiveness of organizational use of social media, including those listed below.**

- a. Social media platforms are usually open to anyone to comment, and therefore can disseminate criticism, as well as other disruptive information such as spoofs, parodies, 'send-ups' and satire. There are, therefore, risks to assess and manage;
- b. Interactivity in social media, which in successful sites can result in substantial numbers of inquiries, questions and comments requiring reception, consideration and response, can have considerable resource implications for ATU.
- c. There are technologies that can partly provide solutions (such as automated monitoring, alert systems and acknowledgements). However, consideration of comments, questions and inquiries also requires human resources and can take considerable staff time and management to listen and respond.
- d. As ATU engages target stakeholders on social media, there's needing to have an "architecture of listening" (as well as for talking) and be prepared to do the work of listening. Failure to listen and respond appropriately in social media can result in damage to the reputation of the ATU brand and can be worse than not using social media at all. Becoming overwhelmed by or ignoring stakeholders' comments, questions and inquiries usually causes resentment and may lead to criticisms of ATU online across multiple platforms and sites. Furthermore, heavy moderation (such as removing critical comments) can offend social media users who have high expectations in terms of freedom of expression. 'Light moderation' policies are recommended, and these require tolerant and supportive management.

## The Strategy

The ATU social media strategy defines how ATU will use social media to achieve the set communications aims and identifies the supporting platform and tools it will use to achieve this. It outlines the goals and measurable objectives for using social media, and the target outcomes that ATU wants to achieve.

## Objectives of ATU's Social Media Communication

ATU will hereby use Social Media as platform for strategic engagement of key stakeholders. The objectives therefore include:

- a. Creating awareness on ATU, its role, programme, activities and mandate
- b. To drive stakeholder engagement
- c. Receive and respond to feedback from ATU stakeholders
- d. To increase product visibility of ATU and grow the union's reputation

### Priority Channels for ATU's Communication on Social Media

Channel	Account	Purpose
Twitter	@atu_uat	For stakeholder engagement and getting out ATU messages on a regular basis in a concise format.
Facebook	African Telecommunications Union	Important for ATU brand building and for running digital advertising campaigns.
YouTube	African Telecommunications Union	For sharing information in video format, as well as adverts related to ATU events and programmes.
Website	<a href="http://atu-uat.org/">http://atu-uat.org/</a>	Main source of all authentic information and News on ATU and ICT issues. The website can also be used for clarifying issues & FAQs.

Summary of priority channels for the social media strategy

## Tactics

Social media is a two-way interactive platform that thrives on continued engagement of people. The Matrix below outlines the engagement tactics, their importance and how they can be applied.

Tactic	Description & Relevance	Channels
<ul style="list-style-type: none"> <li>• Creating Diversified digital content to satisfy all tastes:</li> <li>• Links to Informative documents, reports, research etc.</li> <li>• Videos,</li> <li>• Infographics</li> <li>• Quality Images</li> </ul>	<ul style="list-style-type: none"> <li>• As the voice of ICT in Africa, ATU should offer information on ICT related issues and activities in the continent and beyond</li> <li>• While some people prefer visual content such as videos and images, others prefer engaging with content that has high quality photos. Only high-quality images that are relevant to ATU will grab attention of people and help easy and quick understanding.</li> <li>• Posts with images have better social media engagement than without images and videos. So, using high quality images and will be the most preferred means to improve social media engagement.</li> <li>• Video receive the most engagement and this will be useful when offering information that is of value to the members.</li> </ul>	<ul style="list-style-type: none"> <li>• Facebook</li> <li>• Twitter</li> <li>• YouTube</li> </ul>

<i>Tactic</i>	<i>Description &amp; Relevance</i>	<i>Channels</i>
<ul style="list-style-type: none"> <li>• Participation in e-discussion forums</li> </ul>	<ul style="list-style-type: none"> <li>• ATU Social Media Accounts will be used to start and join ICT conversations with members.</li> </ul>	<ul style="list-style-type: none"> <li>• Twitter</li> <li>• Facebook</li> </ul>
<ul style="list-style-type: none"> <li>• Holding Q&amp;A session</li> </ul>	<ul style="list-style-type: none"> <li>• Question and answer sessions will allow ATU to have a conversation with the audience and to identify their views on different relevant matters.</li> <li>• Replies to stakeholders' mentions and queries will spark more interest in engagement. The replies should be relevant to the query and be the very latest to grab people's attention.</li> </ul>	<ul style="list-style-type: none"> <li>• Facebook</li> <li>• Twitter</li> </ul>
<ul style="list-style-type: none"> <li>• Conducting polls and surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Polls and surveys are important ways to generate information about the audience. They will allow ATU to not only generate meaningful information but also to engage the stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Twitter</li> </ul>
<ul style="list-style-type: none"> <li>• Posting frequently and consistently</li> </ul>	<ul style="list-style-type: none"> <li>• Posting frequently and on a regular basis serves to draw the attention of follower. Additionally, Google considers the freshness score while ranking the websites and Social Media accounts.</li> <li>• Whenever content is published on ATU Website, such content/stories will be shared on <i>social media</i>.</li> </ul>	<ul style="list-style-type: none"> <li>• Website</li> <li>• Facebook</li> <li>• Twitter</li> <li>• YouTube</li> </ul>
<ul style="list-style-type: none"> <li>• Responding Quickly and Thoroughly.</li> </ul>	<ul style="list-style-type: none"> <li>• 53% of social media users expect a response within 60 minutes. Using different social media tools, setting alerts, and continuous monitoring will do this.</li> </ul>	<ul style="list-style-type: none"> <li>• Facebook</li> <li>• Twitter</li> <li>• YouTube</li> </ul>
<ul style="list-style-type: none"> <li>• Making it Easy for People to Engage.</li> </ul>	<ul style="list-style-type: none"> <li>• Posting high quality content and diplomatically asking ATU followers to share their opinion. For Facebook, it is prudent to ask the audience to share informational posts made by ATU. Such content will have an explanation of the reason of sharing, so that people will be interested to read.</li> </ul>	<ul style="list-style-type: none"> <li>• Facebook</li> <li>• Twitter</li> <li>• YouTube</li> </ul>
<ul style="list-style-type: none"> <li>• Sharing other content and comments of others (retweeting).</li> </ul>	<ul style="list-style-type: none"> <li>• As engagement works both ways, sharing followers' content or other stakeholders' post, will indulge the audience to share ATU posts in return. Also liking and sharing others post will help to grab attention and develop interest for other people on the ATU brand. Sharing others post will boost social media engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• Twitter</li> <li>• Facebook</li> </ul>
<ul style="list-style-type: none"> <li>• Running simple brand contests</li> </ul>	<ul style="list-style-type: none"> <li>• People are always shifting their focus to contest, winning gift, participation, etc. Hosting a contest through social media can attract thousands of attentions, especially, by offering good winning gift. Such contests may involve youths <i>in ICT</i>.</li> </ul>	<ul style="list-style-type: none"> <li>• Facebook</li> <li>• YouTube</li> </ul>
<ul style="list-style-type: none"> <li>• Add (#) hashtags in your post</li> </ul>	<ul style="list-style-type: none"> <li>• #Hashtags help people to find the relevant content on social media platforms like Twitter, Facebook and YouTube. Appropriate hashtags will be used in posts to reach bigger numbers and generate discussions <i>on particular topics</i>.</li> </ul>	<ul style="list-style-type: none"> <li>• Twitter</li> </ul>

Social media engagement tactics with accompanying description and relevant channel

## Content plan

### (i) Content Generation

- Weekly and daily key messages will be designed
- High quality image graphics and infographics on the key messages will be developed periodically
- Quality pictures of ATU events and activities will be taken for use in social media posts
- Scripting, shooting and editing quality videos of between 45seconds – 80seconds (for Twitter and Facebook) and 7 minutes for YouTube. These will be in line with the messaging framework
- Intriguing posts – on relevant themes and key messages will be generated everyday
- User-engaging tweets – not exceeding 140 characters will be crafted daily, pegged to the messaging framework
- Periodical research will be conducted on emerging issues and trends in ICT especially in Africa. Thereafter, discussion forums will be designed based on the emerging issues found.
- Relevant hashtags for twitter posts and discussions will be designed and activated periodically
- Stakeholder twitter handles (those that need to be mentioned or tagged in tweets and discussions) will be identified.

### (ii) Content Sharing Metrics

Content sharing metrics for social media engagement

Channel	Action Type	Frequency
Facebook	Schedule posts at least 24 hours in advance	Once a day
	Post fresh text content, accompanied by relevant images or infographics	Once a day
	Share ATU generated videos	At least once a month
	Share relevant content posts made by other stakeholders or relevant institutions on the platform. Content includes blog posts, Facebook posts, pictures, publications, documents and videos	Four times a week
	Share content from ATU website, blogs and news sites publishing information relevant to the ICT sector in Africa	Whenever publications are done on the website
	Analyze the engagement metrics	Everyday
	<ul style="list-style-type: none"> <li>• Run paid ATU Advertisement</li> <li>• To increase brand visibility</li> </ul>	Every week, for the first month of implementation Monthly
	Run promotional ads – to create awareness of ATU and its role in the African ICT landscape N/B: Short videos, or high-quality graphics are best fit for the promotional ads. Plain text attracts low engagement.	Once, every end of the month
	Run event ads – to invite public and or stakeholder participation.	Whenever there is need
	Reply to feedback – accurate and in an accommodative tone	As soon as received
Host ICT related discussions with stakeholders	Bi-Weekly	
Twitter	Schedule posts at least 24 hours in advance	Once a day
	Share tweets accompanied by relevant images or infographics (Timeline given based on audience active hours)	Three times a day 8am–11am–4pm
	Share ATU generated videos	Monthly
	Retweet – relevant posts from audience	Whenever applicable
	Host ICT related discussions with stakeholders	B-Weekly

Channel	Action Type	Frequency
	Retweet posts from relevant sources	Whenever applicable
	Share content from ATU Website	Whenever publications are done on the website
	Respond to direct messages	As soon as received
	Initiate relevant hashtags	Based on message plan
	Join relevant hashtags	Whenever applicable
	Follow relevant twitter handles	Every week
	Analyze the engagement metrics	Everyday
LinkedIn	Share posts on relevant issues from the message framework	Thrice a week
	Share posts from relevant stakeholders on the platform	Twice a week
	Join discussion groups on relevant issues	Thrice a week
	Share content from ATU Website	Whenever publications are done on the website
	Follow/Connect with relevant entities	Every week
	Respond to feedback from audience on platform	As soon as received
Website	Post stories and articles on events, programmes, activities, trends, media advisory, updates etc.	Based on the messaging framework.
YouTube	Share videos on ATU, and Ads	At least once a month

### (iii) Listening and monitoring metrics

In the midst of Social Media activity, continuous listening and monitoring will be carried so as:

- To describe substance characteristics of message content;
- To describe form characteristics of message content;
- To make inferences to producers of content;
- To make inferences to audiences of content;
- To predict the effects of content on audiences.

## Execution

### Social Media Tools

While implementing the social media strategy, it is important to use social media management tools (for people and businesses) to collaboratively execute campaigns across multiple social networks like Facebook and Twitter from one web-based dashboard, and to track and report social media analytics that guide further decision-making. Employing a social media strategy without these tools becomes time consume, less effective and relatively expensive.

The tools serve the purpose of:

- Content generation
- Scheduling posts and campaigns
- Listening and Monitoring
- Analyzing success metrics

## Task 1: Scheduling posts

No.	Preferred options	Functionality
	Hootsuite	Has become an essential tool for managing social media, tracking conversations and measuring campaign results via the web or mobile devices. Hootsuite offers a free, pro and enterprise solution for managing unlimited social profiles, enhanced analytics, advanced message scheduling, Google Analytics and Facebook insights integration.
	TweetDeck	Is a web and desktop solution to monitor and manage your Twitter feeds with powerful filters to focus on what matters. ATU can also schedule tweets and stay up to date with notification alerts for new tweets.

Useful tools for scheduling social media messages

## Task 2: Analyzing success metrics

No.	Preferred options	Functionality
	AgoraPulse	Used to track enhanced engagement analytics across Twitter, Facebook and Instagram. Along with standard metrics, the platform ranks users who frequently share ATU's content and notifies ATU when its pages and profiles have been mentioned. This information, combined with community management stats such as message response rate, will help guide ATU's social outreach efforts. Plus, ATU can export analytics graphs onto a PowerPoint file.

Prescribed social media success metrics analysis tool for measuring success of dissemination

## Task 3: Listening/monitoring Tools

Social listening is the ongoing process of tracking online conversations to find information about URLs, Hashtags, Keywords and other terms related to accounts, brands, businesses, organizations and competitors. The goal of this process is to determine how ATU is perceived, analyze stakeholder behaviour and identify issues they may have. The recommended monitoring platforms are: Meltwater and Google Analytics. Social Mention is an excellent way to learn about brand mentions and interactions in an easy-to-digest visual format. It will help find key ATU strengths (how often it's being discussed), the passion of the posting (how likely someone will repeat the mention), the sentiment (positive to negative) and the reach (measure of influence). Learn the top keywords, users, hashtags and sources as well.

## Task 4: Content Creation

As social media transforms so do audience needs. It takes more than just text and static images to engage the audience on a social media platform. Additional multimedia such as video and infographic content offers dynamic ways to present ATU's information and appeal to audiences who, today, prefer a more visual approach. In order to generate such content as infographics a wide range of online tools come into play. While the tools listed below, under the different categories, contribute to an overall objective, each is unique in its own way – with distinct features for different types of infographic output.

Task	Tools	Purpose
Video Creation	PowToon & Magisto	Creation of branded video Synchronize audio and visual aspects to make an emotional connection with the viewer.
	Adobe Premier Pro	Advanced Video Production
Infographics	Easel.ly	Customize infographic templates
	Piktochart or Canva	Lets you create innovative, design-intricate info-graphics complete with icons, images, charts, and interactive maps.
Graphic Design	Adobe Suite	Creates quality & professional graphics

Tasks, tools and purpose for digital media creation for ATU

## Social media communication activities to enhance engagement

(i) Hardware required:

- Professional Still Picture Camera
- Video camera & accessories
- Editing Suite (PC)

(ii) Personnel / Digital Unit Team

To effect the above strategy, there's need to have the right person perform the different functions involved. A team of 5 individuals is hereby proposed to perform the following.

- Graphics Designers
- Photographer & Videographer
- Social Media Managers
- Scheduling & Posting
- Response & Feedback
- Listening & Monitoring

## Conclusion

Further to the Social Media Strategy, a Social Media Implementation Work Plan is essential and can only be designed with adherence to the ATU internal plan of activities. An implementation work plan shall therefore detail the timelines as for the below:

- Dates and timeline of activities that require social media coverage
- Taking of photos and videos and generation of info-graphics
- Crafting of tweets and writing of post.
- Designing the posting schedule
- Assigning tasks to the social media team

The work plan will therefore outline the deliverables for each task, which, in the end, contributes to the objectives of the social media strategy.



## CHAPTER 6: IMPLEMENTATION MATRIX

Strategy	Activity/Tactics	Year 1				Year 2				Year 3				Year 4			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Objective 1: To establish and sustain a culture of effective internal communication at the ATU Secretariat</b>																	
Improved flow of organisational information and coordination	Annual Planning Meetings																
	Quarterly Review Meetings																
	Secretary General's Tea																
	Stock Meetings																
	Development of Intranet for ATU staff																
Optimisation of internal resources	Expansion of the Communication Human Resource Capacity																
	Acquisition of audio-visual equipment																
	Establishment of Internal Communication Reporting Systems																
Capacity building	Training of Programme Officers on Communication																
	Periodic orientation and training for staff																
	Information Repository																
Improved employee engagement	Staff Motivational Activities																
	Refinement of the Organizational Culture																
<b>Objective 2: To raise the profile of ATU's corporate image and brand in the continent and beyond</b>																	
Leverage on events, meetings, networking gatherings	Rebranding Event																
	Identify speaker opportunities for the SG in ICT related event/meetings																
Improve brand identity and recognition	Develop Brand Manual/Guidelines																
	Office Branding																
	Develop and Disseminate ATU Branded Materials																
	Web content generation																
<b>Objective 3: To increase awareness of and knowledge about ATU, its activities and impact across the African continent especially the Member States and globally</b>																	
Foster information sharing	Development and sharing of ATU reports																
	Infographics																
	Blogs																
	Develop and disseminate Success Stories on general and regional achievements																
	Share Programme/Project Updates and reports with stakeholders																

Strategy	Activity/Tactics	Year 1				Year 2				Year 3				Year 4			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Develop and disseminate monthly newsletter																
	Develop and disseminate annual documentaries on ATU activities and impact																
	ATU Documentation and Magazine Desk at the AU offices																
	ATU Website content generation and sharing																
	The Africa Innovation Platform																
	Publishing and Disseminating of IEC material																
	Webinars																
	Shared Calendar of Activities																
	Joint Stakeholder Engagement																
	ATU's Digital Footprint																
	Sponsorships																
	Develop and implement ATU thematic campaigns																
	Develop and implement ATU advocacy campaigns																
	Seeking endorsements																
	Development of content and engagement through social media																
	Communication Campaigns around ATU mandate and thematic areas																
	ATU Website content generation and sharing																
<b>Objective 4: To enhance ATU's engagement with pertinent stakeholders for better coordination of its mandate</b>																	
Foster stakeholder engagement and relations	Annual Strategic Outlook Meetings																
	Policy Talks with key stakeholders																
	High Level ATU consultation Forums, technical discussions and Meetings																
	Youth Communication Initiatives																
	Inter-Sectoral Engagements and Meetings																
	Developing and sharing a Calendar of Activities with stakeholders																
	Hosting Exchange Programmes with similar bodies																
	Development of Communication Guidelines to Enhance Communication Between ATU and Members/Partners																

Strategy	Activity/Tactics	Year 1				Year 2				Year 3				Year 4			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Regional round table discussions																
	Creation of a regional ICT knowledge hub / Content Creation																
	ATU Courtesy Calls																
	Relationship Building and Strengthening campaign																
	ATU Technical Discussions / Expert Workshops																
	ATU Meetings in Inactive Member States																
	Value Proposition Campaigns																
	Communication for capacity building																
	Development of Membership Packages																
	Communication to Increase AUC's Involvement																
	ATU liaison's Office																
	ATU Virtual monthly meetings																
	Updating information on ATU Google Docs																
	Creation of an ATU WhatsApp Group																
	Interactive ATU Website updates																
<b>Media Relations</b>																	
	Media Mapping																
	Press Trips																
	Media Training																
	Media Chill Outs																
	Development of opinion pieces																
	Development of feature stories																
	Sourcing for interviews																
	Press conferences																
	Press statements																
	Media buying																
	Media monitoring and evaluation																
<b>Social media strategy Implementation</b>																	
	Sharing of informative documents and reports																
	Videos																
	Infographics																
	Social Media posters/ images																
	Social media photographs																

Strategy	Activity/Tactics	Year 1				Year 2				Year 3				Year 4			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Holding e-discussion forums (Facebook & Twitter)																
	Conducting e-polls and surveys																
	Development of content (daily social media messages)																
	Paid advertisements																
	Social media monitoring and evaluation																

## CHAPTER 7: M&E FRAMEWORK

Strategy	Activity/Tactics	Output	Output indicator	Source of information	Data collection method	Frequency
<b>Objective 1: To establish and sustain a culture of effective internal communication at the ATU Secretariat</b>						
Improved flow of organisational information and coordination	<ul style="list-style-type: none"> <li>•Annual Planning Meetings</li> <li>•Quarterly Review Meetings</li> <li>•Secretary General's Tea</li> <li>•Stock Meetings</li> </ul>	<ul style="list-style-type: none"> <li>•Annual Planning Meetings held</li> <li>•Quarterly Review Meetings held</li> <li>•Secretary General's Tea held</li> <li>•Stock Meetings held</li> </ul>	<ul style="list-style-type: none"> <li>•Number of annual strategic outlook reports disseminated</li> <li>•Number of quarterly reports disseminated</li> <li>•Number of meetings held</li> <li>•Number of reports developed</li> </ul>	<ul style="list-style-type: none"> <li>•Departmental reports</li> <li>•Internal communication assessment report</li> </ul>	<ul style="list-style-type: none"> <li>•Document review</li> <li>•Survey</li> </ul>	Annual
	Development of Intranet for ATU staff	Intranet	<ul style="list-style-type: none"> <li>• Number of documents uploaded</li> <li>• Number of documents downloaded</li> <li>• Number of staff actively using the intranet</li> <li>• Number of feedback shared</li> </ul>	Web analytics report	Intranet audit	Quarterly
Optimisation of internal resources	Expansion of the Communication Human Resource Capacity	Hiring of communication staff	Number of communication staff hired	Organizational assessment report from the HR/departments	Document review	Mid-term review
	Acquisition of audio-visual equipment	Audio visual equipment	Number of audio-visual equipment	Departmental reports	Document review	Annual
	Establishment of Internal Communication Reporting Systems	Reporting system template	Number of filled template reports	Document database	Document database review	Quarterly
Capacity building	Periodic orientation and training for staff	Trainings	Number of training workshops held	Training reports	Document review	Mid-term review
	Information Repository	Developed information repository	<ul style="list-style-type: none"> <li>•Number of documents uploaded</li> <li>•Number of documents downloaded</li> <li>•Number of users</li> </ul>	<ul style="list-style-type: none"> <li>•Analytics report</li> <li>•Internal communication survey report</li> </ul>	<ul style="list-style-type: none"> <li>• Digital analytics</li> <li>• Survey</li> </ul>	Monthly
Improved employee engagement	Staff Motivational Activities	Staff motivational activities held (retreats, team building activities, incentives, employee of the year/month award)	<ul style="list-style-type: none"> <li>• Number of staff activities held</li> <li>• Number of staff members involved</li> </ul>	Activity reports	Documents review	Mid-term review
Refinement of the Organizational Culture	Development of service charter	Service charter	Number of new members as a result of the development of the service charter	Web analytics report	Digital audit	Quarterly

Strategy	Activity/Tactics	Output	Output indicator	Source of information	Data collection method	Frequency
<b>Objective 2: To raise the profile of ATU's corporate image and brand in the continent and beyond</b>						
Leverage on events, meetings, networking gatherings	Rebranding Event	ATU rebranding event	Event report	Departmental reports	Document review	Once
	Identify speaker opportunities for the ATU SG in ICT related event/meetings	Speaker opportunities in ICT related events/ meetings	Number of speaking opportunities	<ul style="list-style-type: none"> <li>• Departmental reports</li> <li>• Digital audit report</li> <li>• Media audit report</li> </ul>	Document review	Bi-annual
Improve brand identity and recognition	Develop Brand Manual/Guidelines	Brand manual	Level of development of the brand manual	<ul style="list-style-type: none"> <li>• Department report</li> <li>• Internal communications audit report</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Survey</li> </ul>	Once
	Office Branding	Branded office	Level of branding	Department report	Observation	Mid-term review
	Develop and Disseminate ATU Branded Materials	Branded materials	<ul style="list-style-type: none"> <li>• Type of branding</li> <li>• Level of branding</li> <li>• Number of branded materials produced and distributed</li> </ul>	<ul style="list-style-type: none"> <li>• Department report</li> <li>• Publication audit report</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Publications audit</li> <li>• Observation</li> </ul>	Bi-annual
	Web content generation	Properly branded and informative website	<ul style="list-style-type: none"> <li>• Level of branding</li> <li>• Number of branded communication materials uploaded to the website</li> </ul>	Web analytics report	<ul style="list-style-type: none"> <li>• Website audit</li> <li>• Observation</li> </ul>	Quarterly
Foster information sharing	Development and sharing of ATU reports	ATU reports	<ul style="list-style-type: none"> <li>• No of reports</li> <li>• Type of reports</li> <li>• Number of stakeholders that received report</li> </ul>	<ul style="list-style-type: none"> <li>• Departmental reports</li> <li>• Reporting system document database</li> <li>• Communication audit</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Survey(external)</li> </ul>	Quarterly
	Infographics	Infographics	<ul style="list-style-type: none"> <li>• Number of infographics</li> <li>• Type of infographics</li> </ul>	<ul style="list-style-type: none"> <li>• Departmental reports</li> <li>• Online poll/survey</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Survey</li> </ul>	Quarterly
	Blogs	<ul style="list-style-type: none"> <li>• Development of a blog</li> <li>• Blog articles</li> </ul>	<ul style="list-style-type: none"> <li>• Number of blog articles</li> <li>• Number of subscribers to ATU blogs</li> </ul>	<ul style="list-style-type: none"> <li>• Departmental report</li> <li>• Web analytics report</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Web analytics</li> <li>• Digital audit</li> </ul>	Quarterly
	Develop and disseminate Success Stories on general and regional achievements	Success stories (Documentaries, newsletter articles, infographics, website articles)	<ul style="list-style-type: none"> <li>• Number of success stories documented and/or published</li> </ul>	<ul style="list-style-type: none"> <li>• ATU reports</li> <li>• Website</li> <li>• ATU staff</li> <li>• ATU stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Survey</li> <li>• Web analytics</li> </ul>	Bi-annual
	Share Programme/Project Updates and reports with stakeholders	<ul style="list-style-type: none"> <li>• Project reports</li> <li>• Calendar of activities</li> <li>• Social media posts</li> <li>• Newsletter articles</li> <li>• Website articles</li> </ul>	<ul style="list-style-type: none"> <li>• Number of reports developed and shared by ATU</li> <li>• Number of calendar of activities developed and shared by ATU</li> </ul>	<ul style="list-style-type: none"> <li>• Departmental report</li> <li>• ATU staff</li> <li>• ATU stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Surveys</li> <li>• Web analytics</li> </ul>	Quarterly

Strategy	Activity/Tactics	Output	Output indicator	Source of information	Data collection method	Frequency
			<ul style="list-style-type: none"> <li>• Number of social media posts</li> <li>• Number of newsletter articles developed and shared by ATU</li> </ul>			
	Develop and disseminate monthly newsletter	Monthly Newsletter	<ul style="list-style-type: none"> <li>• Number of e-newsletters published</li> <li>• Number of responses received on the e-newsletters</li> <li>• Number of stories published on each thematic area</li> </ul>	<ul style="list-style-type: none"> <li>• Department report</li> <li>• Digital audit report</li> </ul>	Document review	Quarterly
	Develop and disseminate annual documentaries on ATU activities and impact	Documentary	<ul style="list-style-type: none"> <li>• Number of documentaries produced</li> <li>• Number of downloads / views</li> <li>• Scope of documentary</li> </ul>	Web analytics report	Web analytics	End term
	ATU Documentation and Magazine Desk at the AU offices	<ul style="list-style-type: none"> <li>• ATU Documentation and Magazine Desk at the AU offices</li> <li>• ATU Desk at the AU offices</li> </ul>	<ul style="list-style-type: none"> <li>• Number of ATU publications available at the AU office</li> <li>• Presence of an ATU desk in the AU offices</li> </ul>	Departmental report	Document review	Quarterly
	ATU Website content generation and sharing	Updated website	<ul style="list-style-type: none"> <li>• Number of updates</li> <li>• Number of hits</li> <li>• Numbers reached</li> <li>• Number of website articles</li> </ul>	<ul style="list-style-type: none"> <li>• Web analytics report</li> <li>• Department report</li> </ul>	<ul style="list-style-type: none"> <li>• Web analytics</li> <li>• Document review</li> </ul>	Quarterly
	The Africa Innovation Platform	<ul style="list-style-type: none"> <li>• Youth Innovation platform</li> <li>• Youth innovation challenge</li> <li>• Youth innovation award</li> </ul>	<ul style="list-style-type: none"> <li>• Number of events held</li> <li>• Number of participants</li> <li>• Number of institutions engaged (with points of contact) per country</li> </ul>	Programme Reports	Document review	Mid-term review
	Publishing and Disseminating of IEC material	<ul style="list-style-type: none"> <li>• Brochures</li> <li>• Flyers</li> <li>• Programme reports</li> <li>• Fact sheets</li> </ul>	<ul style="list-style-type: none"> <li>• Number of published IEC material</li> <li>• Number of disseminated IEC material</li> <li>• Number of published programme reports</li> </ul>	<ul style="list-style-type: none"> <li>• Department report</li> <li>• Web analytics report</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Web analytics</li> </ul>	Bi-annual
	Webinars	Webinars	<ul style="list-style-type: none"> <li>• Number of Members subscribed to the webinar</li> <li>• Level of improvement of information sharing</li> </ul>	<ul style="list-style-type: none"> <li>• ATU Members</li> <li>• Subscription receipt</li> <li>• Minutes for the webinars</li> <li>• Data sharing systems audit report</li> <li>• Departmental reports</li> </ul>	Document review	Quarterly

Strategy	Activity/Tactics	Output	Output indicator	Source of information	Data collection method	Frequency
	Shared Calendar of Activities	Calendar of activities	Number of updates made to the calendar of activities	<ul style="list-style-type: none"> <li>• Departmental reports</li> <li>• ATU staff</li> <li>• Calendar of activities</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Survey</li> </ul>	Quarterly
	Joint Stakeholder Engagement	Jointly held ATU forums and meetings	Number of meetings held	<ul style="list-style-type: none"> <li>• Reports</li> <li>• ATU staff</li> <li>• ATU stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Key informant interviews</li> <li>• Focus group discussions</li> </ul>	Bi-annual
	ATU's Digital Footprint	<ul style="list-style-type: none"> <li>• ATU Website</li> <li>• ATU social media platforms</li> <li>• ATU website content</li> </ul>	<ul style="list-style-type: none"> <li>• Number of downloads from ATU website</li> <li>• Number of videos produced</li> <li>• Number of online articles developed</li> <li>• Numbers of e-posters developed</li> </ul>	<ul style="list-style-type: none"> <li>• Departmental reports</li> <li>• Digital audit report</li> <li>• ATU staff</li> <li>• ATU stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Survey</li> </ul>	Quarterly
	Sponsorships	<ul style="list-style-type: none"> <li>• Development of need basis sponsorship packages</li> <li>• Development of ATU's value proposition</li> </ul>	Number of sponsorships	<ul style="list-style-type: none"> <li>• Department report</li> <li>• Programme reports</li> </ul>	Document review	Quarterly
	Develop and implement ATU advocacy campaigns	ATU Meetings and forums	Number of meetings held between ATU and regulators and Members	Department report	Document review	Quarterly
	Seeking endorsements	<ul style="list-style-type: none"> <li>• Written endorsements</li> <li>• Video endorsement</li> </ul>	Number of endorsements received	<ul style="list-style-type: none"> <li>• Web analytics report</li> <li>• Departmental report</li> </ul>	<ul style="list-style-type: none"> <li>• Web analytics</li> <li>• Document review</li> </ul>	Quarterly
	Communication Campaigns around ATU mandate and thematic areas	Number of meetings and forums	Number of implemented programmes and activities by Member States		Document review	Annually
Foster stakeholder engagement and relations	Annual Strategic Outlook Meetings	Annual strategic outlook meetings	<ul style="list-style-type: none"> <li>• Number of meetings held with the different bodies-AUC, ITU, RECs &amp; regulators association</li> <li>• Number of projects to be implemented collaboratively annually</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting reports</li> <li>• Project reports</li> <li>• ATU staff</li> <li>• ATU stakeholders</li> <li>• ATU financial reports</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Key informant interviews</li> </ul>	Annually
	Policy Talks with key stakeholders	Meetings with relevant government agencies and policy makers	<ul style="list-style-type: none"> <li>• Number of meetings held</li> <li>• Number of policies developed</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting reports/minutes</li> <li>• Policy briefs</li> </ul>	Document review	End-term review



Strategy	Activity/Tactics	Output	Output indicator	Source of information	Data collection method	Frequency
	High Level ATU consultation Forums, technical discussions and Meetings ATU Courtesy Calls	<ul style="list-style-type: none"> <li>• Consultative meetings</li> <li>• Meetings with ICT players in the continent</li> <li>• Meetings with Member States</li> </ul>	<ul style="list-style-type: none"> <li>• No. of meetings held</li> <li>• Meeting Reports</li> <li>• Number of endorsements</li> <li>• Number of dialogue forums held per country</li> <li>• Number and diversity of participants in the forums</li> </ul>	<ul style="list-style-type: none"> <li>• Dialogue forum reports</li> <li>• ATU staff</li> <li>• ATU stakeholders</li> <li>• ATU annual reports</li> <li>• ATU progress reports</li> <li>• Policy makers</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Key informant interviews</li> </ul>	Annual
	Inter-Sectoral Engagements and Meetings	<ul style="list-style-type: none"> <li>• Consultative meetings</li> <li>• Meetings with ICT players in the continent</li> <li>• Meetings with Member States</li> </ul>	<ul style="list-style-type: none"> <li>• No. of meetings held</li> <li>• Meeting Reports</li> <li>• Number of endorsements</li> <li>• Number of dialogue forums held per country</li> <li>• Number and diversity of participants in the forums</li> </ul>	<ul style="list-style-type: none"> <li>• Dialogue forum reports</li> <li>• ATU staff</li> <li>• ATU stakeholders</li> <li>• ATU annual reports</li> <li>• ATU progress reports</li> <li>• Policy makers</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Key informant interviews</li> </ul>	Annual
	Developing and sharing a Calendar of Activities with stakeholders	Calendar of events	No of stakeholders in ATU programs	<ul style="list-style-type: none"> <li>• Program reports</li> <li>• ATU staff</li> <li>• ATU stakeholders</li> </ul>	Document review	Quarterly
	Hosting Exchange Programmes with similar bodies	Exchange programmes	Number and diversity of programmes per year	<ul style="list-style-type: none"> <li>• ATU staff</li> <li>• ATU annual report</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Key informant interviews</li> </ul>	Annual
	Creation of a regional ICT knowledge hub / Content Creation	ICT knowledge Hub	<ul style="list-style-type: none"> <li>• Number of users</li> <li>• Number of document uploads/downloads</li> </ul>	<ul style="list-style-type: none"> <li>• ATU staff</li> <li>• Website</li> <li>• ATU stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Key informant interviews</li> </ul>	Annual
	ATU Meetings in Inactive Member States	ATU country meetings	<ul style="list-style-type: none"> <li>• Diversity of host countries for ATU forums</li> <li>• Number of participants in the forums</li> </ul>	<ul style="list-style-type: none"> <li>• ATU stakeholders</li> <li>• ATU program and organisational reports</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Key informant interviews</li> </ul>	Annual
	Value Proposition Campaigns	Communication and marketing campaigns	<ul style="list-style-type: none"> <li>• Number of forums held with development partners</li> <li>• Number of forums held per country</li> <li>• Number and diversity of participants in the forums</li> <li>• Number of new partnerships developed</li> </ul>	<ul style="list-style-type: none"> <li>• Reports</li> <li>• ATU staff</li> <li>• ATU stakeholders</li> <li>• ATU annual reports</li> <li>• ATU progress reports</li> <li>• Policy makers</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Key informant interviews</li> <li>• Focus group discussions</li> </ul>	Bi-annual

Strategy	Activity/Tactics	Output	Output indicator	Source of information	Data collection method	Frequency
	ATU liaisons Office	ATU Liaison Meetings	<ul style="list-style-type: none"> <li>• Number of meetings held with the liaison</li> <li>• Number of people accessing the liaison office</li> </ul>	<ul style="list-style-type: none"> <li>• Department reports</li> <li>• ATU staff</li> <li>• ATU Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Key informant interviews</li> </ul>	Annual
	ATU Virtual monthly meetings	ATU Virtual Meetings	<ul style="list-style-type: none"> <li>• Number of meetings held</li> <li>• Number of participants in the meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Department reports</li> <li>• Meeting minutes</li> <li>• ATU staff</li> <li>• ATU stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Key informant interviews</li> </ul>	Quarterly
	Creation of an ATU WhatsApp Group	ATU WhatsApp Updates	<ul style="list-style-type: none"> <li>• Number of ATU Members on ATU's WhatsApp group</li> </ul>	<ul style="list-style-type: none"> <li>• Internal communication audit report(s)</li> <li>• ATU Members</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Key informant interviews</li> </ul>	Quarterly
<b>Media Relation Strategy</b>						
Increased awareness and stakeholder engagement	Media Relations Strategy Implementation	<ul style="list-style-type: none"> <li>• Media strategy</li> <li>• Press releases</li> <li>• Opinion pieces</li> <li>• Feature stories</li> <li>• Guest articles</li> <li>• Interviews</li> <li>• Media training</li> <li>• Media tours</li> <li>• Press statements</li> <li>• Press conferences</li> <li>• Media monitoring and evaluation reports</li> </ul>	<ul style="list-style-type: none"> <li>• Number of op-eds published</li> <li>• Number of analytical pieces on blogs published</li> <li>• Number of press releases published</li> <li>• Number of news features published</li> <li>• Number of site visits by media</li> <li>• Level of activity of ATU relevant issues trending on social media</li> <li>• Number of ATU staff trained on media engagement</li> <li>• Level of improvement of ATU staff's skills in media engagement</li> <li>• Level of recognition of ATU's role in the regional bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Print media (newspapers)</li> <li>• Video recordings of features on TV &amp; radio</li> <li>• ATU progress reports</li> <li>• ATU annual reports</li> <li>• Digital audit report</li> <li>• Training reports</li> <li>• ATU staff</li> <li>• ATU stakeholders</li> <li>• Policy makers</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Key informant interviews</li> <li>• Online survey</li> <li>• Focus group discussions</li> <li>• Digital audit</li> <li>• Web analytics</li> </ul>	Quarterly
<b>Social media engagement</b>						
Increased awareness and stakeholder engagement	Social media engagement	<ul style="list-style-type: none"> <li>• Active social media accounts</li> <li>• Social media content</li> </ul>	<ul style="list-style-type: none"> <li>• Social media strategy in place</li> <li>• Number of new followers</li> <li>• Amount of social media activity</li> </ul>	<ul style="list-style-type: none"> <li>• ATU stakeholders</li> <li>• Departmental report</li> <li>• ATU staff</li> <li>• Web analytics report</li> <li>• Digital audit</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Key informant interviews</li> <li>• Online survey</li> <li>• Digital audit</li> <li>• Web analytics</li> </ul>	Quarterly

## CHAPTER 8: BUDGET

Strategy	Activity/Tactics	Indicative Budget (All African Scope) USD
<b>Objective 1: To establish and sustain a culture of effective internal communication at the ATU Secretariat</b>		
Improved flow of organisational information and coordination	Annual Planning Meetings	20,000
	Quarterly Review Meetings	16,000
	Secretary General's Tea	1,000
	Stock Meetings	10,000
	Development of Intranet for ATU staff	5,000
Optimisation of internal resources	Expansion of the Communication Human Resource Capacity	25,000
	Acquisition of audio-visual equipment	15,000
	Establishment of Internal Communication Reporting Systems	-
Capacity building	Training of Programme Officers on Communication	5,000
	Periodic orientation and training for staff	4,000
	Information Repository	4,000
Improved employee engagement	Staff Motivational Activities	10,000
	Refinement of the Organizational Culture	-
<b>Objective 2: To raise the profile of ATU's corporate image and brand in the continent and beyond</b>		
Leverage on events, meetings, networking gatherings	Rebranding Event	80,000
	Identify speaker opportunities for the SG in ICT related event/meetings	-
Improve brand identity and recognition	Develop Brand Manual/Guidelines	-
	Office Branding	5,000
	Develop and Disseminate ATU Branded Materials	5,000
	Web content generation	3,000
<b>Objective 3: To increase awareness of and knowledge about ATU, its activities and impact across the African continent especially the Member States and globally</b>		
Foster information sharing	Development and sharing of ATU reports	-
	Infographics	6,000
	Blogs	2,000
	Develop and disseminate Success Stories on general and regional achievements	10,000
	Share Programme/Project Updates and reports with stakeholders	-
	Develop and disseminate monthly newsletter	-
	Develop and disseminate annual documentaries on ATU activities and impact	18,000
	ATU Documentation and Magazine Desk at the AU offices	-
	ATU Website content generation and sharing	500
	The Africa Innovation Platform	10,000

Strategy	Activity/Tactics	Indicative Budget (All African Scope) USD
	Publishing and Disseminating of IEC material	20,000
	Webinars	1,000
	Shared Calendar of Activities	-
	Joint Stakeholder Engagement	30,000
	ATU's Digital Footprint	2,000
	Sponsorships	20,000
	Develop and implement ATU thematic marketing and advocacy campaigns	50,000
	Seeking endorsements	
	Development of content and engagement through social media	20,000
<b>Objective 4: To enhance ATU's engagement with pertinent stakeholders for better coordination of its mandate</b>		
Foster stakeholder engagement and relations	Annual Strategic Outlook Meetings	40,000
	Policy Talks with key stakeholders and High Level ATU consultation Forums, technical discussions and Meetings	90,000
	Youth Communication Initiatives	50,000
	Developing and sharing a Calendar of Activities with stakeholders	-
	Hosting Exchange Programmes with similar bodies	20,000
	Development of Communication Guidelines to Enhance Communication Between ATU and Members/Partners	5,000
	Regional round table discussions	160,000
	Creation of a regional ICT knowledge hub /	40,000
	Content Creation	-
	ATU Courtesy Calls	20,000
	ATU Meetings in Inactive Member States	100,000
	Communication for capacity building	-
	Development of Membership Packages	2,000
	Communication to Increase AUC's Involvement	2,000
	ATU liaisons Office	5,000
	ATU Virtual monthly meetings	20,000
	Updating information on ATU Google Docs	-
	Creation of an ATU WhatsApp Group	-
	Interactive ATU Website updates	-

Strategy	Activity/Tactics	Indicative Budget (All African Scope) USD
<b>Media Relations</b>		
	Media Mapping	500
	Press Trips	10,000
	Media Training	10,000
	Media Chill Outs	10,000
	Development of opinion pieces	5,000
	Development of feature stories	20,000
	Sourcing for interviews	30,000
	Press conferences /Press Release Distribution services	40,000
	Press statements	-
	Media buying	500,000
	Media monitoring and evaluation	20,000
<b>Social media strategy Implementation</b>		
	Sharing of informative documents and reports	-
	Videos	20,000
	Infographics	10,000
	Social Media posters/images	5,000
	Social media photographs	4,000
	Holding e-discussion forums (Facebook & Twitter)	-
	Conducting e-polls and surveys	-
	Development of content (daily social media messages)	20,000
	Paid advertisements	40,000
	Social media monitoring and evaluation	2,000
		-
		<b>1,698,000</b>



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