



REVISED SADC **COMMUNICATIONS AND PROMOTIONAL STRATEGY**

2016 - 2020



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REVISED SADC

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PROMOTIONAL STRATEGY**

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About SADC

The Southern African Development Community (SADC) is an organisation founded and maintained by countries in southern Africa that aim to further the socio-economic, political and security cooperation among its Member States and foster regional integration in order to achieve peace, stability and wealth. The Member States of SADC are Angola, Botswana, Union of Comoros, Democratic Republic of Congo (DRC), Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, United Republic of Tanzania, Zambia and Zimbabwe.

*At the time this publication was going to print, the request for the Union of Comoros to become a member of SADC was under consideration.

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LIST OF ABBREVIATIONS

ART	Anti-Retroviral Therapy
CIM	Corporate Identity Manual
CPRU	Communication and Public Relations Unit
GDP	Gross Domestic Product
ICPs	International Cooperating Partners
ES	Executive Secretary
HIV/AIDS	Human Immunodeficiency Virus and Acquired Immune Deficiency Syndrome
NAC	National Adjudication Committee
PRU	Public Relations Unit
RAC	Regional Adjudication Committee
SABA	Southern African Broadcasting Association
SADC	Southern African Development Community
SARDC	Southern African Research and Documentation Centre
SCPS	SADC Communications and Promotional Strategy
SIPO	Strategic Indicative Plan for the Organ
SNCPs	SADC National Contact Points
SNMC	SADC National Media Coordinators
RISDP	Regional Indicative Strategic Development Plan

FOREWORD



The objectives of the Revised SADC Communication and Promotion Strategy 2016-2020 (SCPS) and its Implementation Action Plan, which were approved by the SADC Council of Ministers in August 2016, are to strengthen and facilitate effective communication. In doing so, the strategy will enhance public knowledge, awareness, and visibility of SADC, in terms of its mandate, achievements and impact on the lives of the citizens of the region.

Since its inception in 1980, as the Southern African Development Coordination Conference (SADCC), and its transformation as the Southern African Development Community (SADC) in 1992, SADC has recorded a number of milestones, which have contributed to the advancement of socio-economic development, political stability and consolidation of democracy. Together with enhancing awareness and visibility of SADC, the Strategy also presents ways and channels for engagement and communication with internal and external stakeholders.

Effective communication requires strategic planning in terms of what needs to be communicated, to whom, for what reasons, at what time, and in what format. This Strategy guides the SADC Secretariat and the Member States, including the SADC National Contact Points, the SADC National Media Coordinators, Media Organisations, as well as International Cooperating Partners in the Organisation's endeavors to enhance awareness, communication and visibility of SADC.

The Strategy is timely as it comes at a time the region is implementing the Revised Regional Indicative Strategic Development Plan 2015-2020, the Revised Strategic Indicative Plan for the Organ (SIPO) 2015 – 2020, and the SADC Industrialization Strategy and Roadmap 2015-2063, key strategic documents that outline SADC's vision towards achieving regional integration.

The various communication methods and channels outlined in this Strategy, will help us better articulate, develop, and communicate an identity consistent with the SADC vision, while enabling the community to understand the SADC integration agenda and achievements thereof.

In order to deliver on the objectives outlined in this strategy, SADC requires human and financial resources. I hereby invite all stakeholders from the SADC Member States, the International Cooperating Partners, and the Private Sector, to support the SADC Secretariat and SADC Member States in implementing this Strategy, and in doing so, contribute to the objectives of SADC development and integration agenda as presented in the SADC Treaty “ to promote sustainable and equitable economic growth and socio-economic development in order to alleviate poverty and enhance the quality of life of the peoples of Southern Africa”.



Dr. Stergomena Lawrence Tax
SADC Executive Secretary

ACKNOWLEDGEMENTS

The SADC Secretariat is grateful to all communications stakeholders in the SADC Region for participating in the review of the Revised SADC Communications and Promotional Strategy.

The review of the SADC Communications and Promotional Strategy would not have been possible without the active participation of the SADC National Media Coordinators and members of the SADC Regional Adjudication Committee (RAC) on the SADC Media Awards whose input shaped the foundation, direction and outcome of the workshop.

The Secretariat wishes to wholeheartedly thank Diplomatic staff from SADC Diplomatic Missions in Botswana for their participation and valuable contribution to the review workshop. Similarly, members of the SADC Secretariat Publicity and Editorial Board deserve commendation for their constructive input before, during and after the workshop.

Special thanks go to the German Development Cooperation (GIZ) for the financial and administrative support that ensured the successful hosting of the workshop. In the same vein, the Secretariat also wishes to thank the consultants who served as resource persons and facilitators of the workshop as well as the rapporteurs and drafters of the revised workshop report and strategy.

Presenters from SADC Directorates and Units who made time to attend and share information are commended for sharing on the various provisions of the SADC Treaty with regard to information and communication.

Similarly, and most importantly, the Secretariat wishes to thank respondents to the communications audit for providing the workshop with sufficient food for thought.

EXECUTIVE SUMMARY

This SADC Communications and Promotional Strategy (SCPS) is an amendment of the 2005 SADC Communications and Promotional Strategy. The process to develop this revised strategy involved thorough consultative review processes with several stakeholders. The review was conducted in response to the SADC Council's Decision 7 made at its meeting in Maputo in August 2012. In November 2015, this document was updated to incorporate priority issues outlined in the revised SADC Regional Indicative Strategic Development Plan (RISDP) 2015 - 2020 and the SADC Industrialisation Strategy and Roadmap 2015 – 2063, two documents that outline SADC's vision towards achieving regional integration and provide tremendous opportunities to align with the organisation's communication objectives.

The SCPS serves as the framework for the SADC to adopt strategies and plans for effective communication with all its internal and external stakeholders.

SADC's strengths in communicating and promoting its mandate lies in the significant progress that has been achieved in many critical areas of development. The SADC Secretariat and the Member States possess a wealth of developmental expertise, as well as an abundance of projects and programmes that serve as communication opportunities. SADC events and meetings as well as strategic media engagement have resulted in heightened awareness of SADC.

However, challenges remain in SADC's internal communication systems, cohesion and support to national communication structures. The Communication and Public Relations Unit at the SADC Secretariat is inadequately resourced and structured to fulfil the organisation's communications mandate.

Immense opportunities to communicate exist, as evidenced by interest among the region's population to be informed of successes and interventions supported by SADC. Communications infrastructure and technologies have grown and improved and the Secretariat is now able to communicate to citizens in the three SADC official working languages. The SADC Industrialisation Strategy and Roadmap outlines SADC's primary orientation for the years ahead as a 'focused programme for the accumulation and deployment of knowledge', requiring earnest efforts to enhance technological setups and scaling up productive capacity.

Without effective communication, SADC will continue to be misunderstood. Its achievements will remain invisible and the organisation will not fully realise its development aim – to eradicate poverty in the SADC Region with its citizens being prime drivers of regional integration.

RENEWED EFFORTS TO COMMUNICATE SADC

The Revised SADC Communications and Promotional Strategy aims to strengthen information channels that enhance public knowledge and consciousness of SADC's vision and achievements in order to attain regional integration and eradicate poverty.

The focus of the Revised Strategy therefore, will be to:

- Consolidate awareness levels already established and linking citizens.
- Strengthen systems for information and knowledge exchange.
- Bolster media engagement efforts, build media capacity to competently report on SADC issues as well as harmonise information policies.
- Improve and strengthen internal communication systems within the SADC Secretariat and with national structures.
- Maintain the SADC corporate image and better manage the SADC brand through the use of the SADC Corporate Identity Manual (CIM), including cohesive website and social media strategies.

The strategy describes in detail approaches to achieve each of the focus areas outlined above. Some of these actions and approaches include the following:

- SADC will foster dialogue and link citizens through interactive forums that allow citizens, as well as leaders at different levels, to shape the region's development agenda.
- SADC will step up efforts to actively engage the media at both national and regional levels. A harmonised and vibrant information guide for covering SADC to empower journalists on the coverage of issues on SADC will be developed.
- Member States, through Council and/or the Committee of Ministers responsible for Information and with the support of national structures, will continue to organise and mobilise resources for the SADC National Media Awards as well as the consolidation of the Regional Media Awards.
- Opportunities offered by new media will be harnessed, especially social networks, to communicate SADC and to provide a platform for linking citizens. To ensure the development of a strategic social media campaign, which is co-ordinated and reflects the SADC vision, the Secretariat will develop staff guidelines.
- SADC staff will be cultivated into effective ambassadors for the organisation. This will involve stronger cooperation and coordination among directorates, units and the CPRU. Strategies will be put in place to foster better understanding of the organisation's vision, objectives, priorities and programmes.
- Improvements will be made to the functioning of national structures, especially the SADC National Media Coordinators to build their capacity to plan, undertake and monitor the implementation of the SCPS and to support their role as the face of SADC at national level.

- The SADC brand and corporate image will be actively nurtured and used to build and consolidate the achievements of the organisation in the region and globally. Clear mechanisms for its use by all staff will be created and communicated to ensure use by all Member States, Directorates and Units in the Secretariat.
- The strategy will deploy innovative communications tools and practices, which are 'fit for purpose' (i.e. suitable for both the messages being communicated and the audiences being targeted); encourage engagement by its key stakeholders; and are cost-effective.

SADC's ability to harness expertise and capabilities to competently deliver on the ambitions of the SCPS is fundamental. The Communication and Public Relations Unit (CPRU) has the mandate to drive planning and coordination of all communication functions at the most senior level. The CPRU will be driven by a communication and public relations culture and a strong team spirit, which will be internalised in its entire staff.

The CPRU Staff together with Directorates and Units will set up a Joint Working Group for communication within the Secretariat. The Joint Working Group will collectively plan, monitor and review communications activities to maximise and systematise strategic communications within the whole organisation.

The CPRU will put in place mechanisms to measure progress in achieving this strategy.

INTRODUCTION

This Revised SADC Communications and Promotional Strategy is intended to enhance the visibility of the SADC, its mandate and impact on the lives of the citizens of the region. Effective communication does not just happen, it requires strategic planning of what needs to be communicated, to whom, for what reasons, at what time, and in what format.

The process to develop this Revised SADC Communications and Promotion Strategy 2016 - 2020 (SCPS) began in 2012 following a SADC Council decision. The SADC Council of Ministers at their meeting in Maputo in August 2012 directed the Secretariat *“To convene a meeting of the SADC National Media Coordinators and members of the Regional Adjudication Committee of the Media Awards to review the SADC Communications and Promotional Strategy and make recommendations to the Council for consideration during its next meeting in February 2013”*. This revised Communications and Promotional Strategy was produced in response to that Council decision in 2012 and was reviewed in November 2015 to accommodate priority issues outlined in the Revised Regional Indicative Strategic Development Plan 2015-2020, and the SADC Industrialization Strategy and Roadmap 2015-2063 as well as the restructured SADC Secretariat.

The review of this strategy included thorough consultative processes involving SADC National Media Coordinators, members of the Regional Adjudication Committee of the SADC Media Awards, Directors of media houses in SADC and to a limited extent, stakeholders across a broad spectrum of the region’s citizens including the SADC Secretariat Management and staff.

This strategy serves as the framework for the SADC to adopt strategies and plans for effective communication with all its internal and external audiences.

The purpose of the Strategy is to support the realisation of the SADC Vision: *“A common future, a future within a regional Community that will ensure economic well-being, improvement of the standards of living, quality of life, freedom, social justice, peace and security for the peoples of Southern Africa”*. This shared vision is anchored on the common values and principles and the historical and cultural affinities that exist among the peoples of Southern Africa.

The SADC Secretariat has the mandate and oversight over the SCPS and its implementation. The SADC Communications and Public Relations Unit will facilitate the implementation of the SCPS at regional level with the guidance of the Executive Secretary. This will include the coordination, generation and dissemination of information to all stakeholders in order to create understanding and support for SADC’s aims, objectives, policies and actions. The Unit will also provide strategic management of the branding, positioning and consistent positive projection of the corporate image. The mandate of the Unit also includes the establishment and maintenance of mutual lines of communication, understanding, acceptance and co-operation between SADC, Member States and its stakeholders.

The success of this strategy lies fundamentally in SADC's ability to harness the expertise and capabilities of stakeholders and partners to engage in innovative communication approaches. At regional policy level, the Council of Ministers and the cluster/Sectoral Ministers responsible for public information and communications have the responsibility of assessing progress of the implementation of the strategy.

Within the Member States, the SADC National Contact Points (SNCPs) and the SADC National Committees, consisting of the stakeholders as provided for under Article 16A of the Agreement Amending the Treaty of the Southern African Development Community, will approve national strategies and plans and monitor their implementation. The SADC National Media Coordinators (SNMCs) are the focal point for SADC communications and movers of the SCPS at national level.

SADC has also identified information intermediaries, the private media sector and civil society organisations working at both national and regional levels that are eager to facilitate the sharing of information about SADC. In some instances, intermediaries have been identified because of their capacity to reach large numbers of people, including those in remote areas.

CONTEXTUAL ANALYSIS

The revised SADC Communications and Promotional Strategy (SCPS) comes at a critical juncture as the citizens of Member States and other stakeholders are demanding evidence of what SADC is doing to promote regional integration and eradicate poverty. SADC has recorded significant milestones since the approval of the 2005 SCPS, but communication has not kept pace with these developments. The Regional Indicative Strategic Development Plan (RISDP), a 15-year development framework setting the priorities, policies and strategies for achieving the long term goals of SADC, calls for Institutional coordination between the SADC Secretariat, Member States and other stakeholders. This coordination is also essential in order to achieve clear corporate communications and a coherent SADC image and brand for both internal and external audiences.

Strengths, weaknesses and opportunities

SADC's strengths lie in significant progress that has been achieved in many critical areas of development. The SADC Secretariat and the Member States possess a wealth of developmental expertise, as well as an abundance of projects and programmes that serve as communication opportunities. SADC events and meetings as well as strategic media engagement have resulted in heightened awareness of SADC.

In 2014 and 2016 respectively, SADC updated and approved two key strategic documents – the Regional Indicative Strategic Development Plan and SADC Industrialisation Strategy Roadmap. These two documents outline SADC's vision towards achieving regional integration and provide tremendous opportunities to align with the organisation's communication objectives.

However, weaknesses remain in SADC's internal communication systems, cohesion and support to national communication structures. The CPRU at the SADC Secretariat is inadequately resourced and structured to fulfil the organisation's communications mandate.

Immense opportunities to communicate exist, and this is evidenced by interest among the region's population to be informed of successes and interventions supported by SADC.

Significant growth in critical development areas

SADC, together with its development partners, have invested billions of dollars that have seen the successful completion of numerous development projects. These include several initiatives such as policies and guidelines to improve trade and services among SADC countries, the fostering peace and security and efforts to improve health, especially combating HIV and AIDS, food security and gender development as well as to better manage shared resources such as wildlife, water, transport, communications and meteorology, energy, and tourism. In this context, SADC is focusing on transforming the region into an integrated economy by promoting the provision of adequate, interconnected and efficient regional infrastructure to mention but a few.

Leadership commitment

SADC leaders have expressed their commitment to improving communication in the region through several legal and other enabling instruments such as the SADC Protocol on Culture, Information and Sports, the SADC Declaration on the Role of Information and SADC Declaration on Information and Communication Technologies.

There is evidence of commitment and interest within Member States to tackle questions about the visibility of SADC in the region to ensure that the successes and interventions supported by SADC are illuminated.

The institution of SADC National Media Coordinators (SNMCs) in each Member State and the setting up of the SADC Media Awards; and a provision for the creation of sub-committees of the National Committees that could potentially include a sub-committee for Public Information and Communication attest to leadership commitment to promote and nurture the communications function of SADC.

SADC has been at the forefront of conflict resolution within some of its Member States as well as in other regional blocs in East and West Africa. However, very little is known about these accomplishments.

Growth in the communications environment

The region has developed sound infrastructures for both communication and transport. The SADC Member States, in general, have seen an improvement in media freedom. The media in most Member States is increasingly vibrant and diverse, and there are strong regional media associations. The revolution in the information landscape in SADC merits innovation in the way SADC communicates with its citizens and facilitates communication between citizens.

The plethora of improved communications tools that enable two-way communication, such as social media and blogging platforms, as opposed to simple one-way broadcast to and from the region's citizens, attest to the region's strength. Two-way communication allows SADC to both listen to, and engage with its people about both challenges and progress in the region.

Private radio stations continue to grow and the use of local languages is gaining ground. Radio remains the most widely available medium for reaching the majority of citizens in the region. It is an indispensable tool for reaching and informing the citizens of SADC.

Television is widely available in the urban areas, with audiences using it for entertainment and news. With several countries now embracing opportunities offered by digitalisation, citizens will enjoy more choices and access to diverse content. However, intermittent electricity supply can make it inaccessible, especially for rural populations. This can also affect urban populations.

Despite it not being an area of significant growth, print media remains an important vehicle for disseminating information, especially in urban areas.

Growth in Internet and ICTs

Like the rest of the world, SADC has experienced phenomenal growth in Information and Communication Technologies. It is clear that mobile telephones are now a critical communication window for the majority of citizens.

Mobile phones, while still used predominantly for voice calls, are also being used to share information and for more efficient services through the SMS platform. Mobile telephone penetration has increased, with phones being used for a multiplicity of services from banking, advertising, health information services (where, for example, individuals on Anti-Retroviral Therapy (ART) are sent alerts to take their medication) and more efficient and real time payment of utility bills and licencing services.

PROGRESS ON SADC'S 2005 COMMUNICATIONS AND PROMOTION STRATEGY

ACHIEVEMENTS

One of the biggest successes of SADC's 2005 Communication Strategy was the creation of awareness about SADC. This was achieved through deliberate and consistent media engagement, using all opportunities including the rotation of SADC chairpersonship and hosting of major SADC events such as Summits of SADC Heads of State and Government in different Member States. All SADC Summits and Council activities have been covered extensively by media and beyond the region's borders, in some instances through satellite broadcasting.

The SADC Information 21 project supported by the Belgian Technical Cooperation made strides in improving the competence of journalists specifically and the quantity and quality of reporting about SADC through a feature service that tracked developments in SADC and disseminated information to media in the region and globally. In addition, this project facilitated:

- The production of a Media Training Manual for use by regional media practitioners.
- The summarising of all SADC legal instruments.
- Production of SADC Today, a magazine showcasing developments in SADC, which continues to be published in English, Portuguese and French.
- The establishment and support of national media forums with an interest in SADC issues.
- The process to harmonise SADC Information Policies.
- Production of SADC vision features for television in all 3 SADC working languages that highlighted SADC origins and achievements.

All SADC legal instruments (2007) have been summarised, simplified, translated into all SADC working languages, thus, English, French and Portuguese; and distributed to all the Member States through National Contact Points (NCPs) and SNMCs.

Systems for sharing information are now in place through national dissemination networks and comprehensive media mailing lists for the majority of the SADC Member States.

The SADC Corporate Identity Manual has been produced to facilitate enhanced awareness and visibility of the SADC brand and identity at different levels and serve as a protocol guide.

The SADC website www.sadc.int has been updated to consolidate the organisation's online presence and to give audiences a platform to access information and services offered by SADC, and to engage with its members.



Screenshot of the SADC website; www.sadc.int

The online presence of SADC has been enhanced through the creation of strong social media presence for SADC on facebook, and twitter among others.



Screenshot of the SADC Facebook Page; www.facebook.com/sadc.int

CHALLENGES

Despite these significant achievements, challenges remain. The SNMCs attest to high levels of awareness within Member States, especially in urban areas but with little or no penetration at all in the rural areas. There exists a chasm between rural communities' access to information and urban citizens' access. Weak signals and resource constraints for maintenance of communications infrastructure often exclude rural populations.

The coverage of SADC news by the region's media has been largely events based and fragmented, leaving the audiences with an incomplete picture of SADC's development agenda and accomplishments.

Communication is a two-way process. Until now, SADC has concentrated on disseminating information with very little investment in listening to what people already know and what they want to know. There is need to communicate in ways that speak to the public's interests to ensure that they fully participate in shaping the region's agenda. This can be achieved in part by embracing and upscaling the use of strategic online communication platforms and tools, utilising multimedia and creating video and image content. Social media and online platforms provide an accessible space to engage the public, allowing for input from audiences to specify what content they want to see.

Internal communication in the SADC Secretariat is generally weak. There is frequent and prolific communication at programme and directorate level, but communication across programmes is inconsistent and unsystematic.

SADC Secretariat and the Member States possess a wealth of developmental expertise, as well as an abundance of projects and sponsored programmes that serve as communication opportunities. There is a demand and hunger amongst the media for more information about SADC activities.

OBJECTIVES, TARGET AUDIENCES, MESSAGES

In light of these challenges and opportunities SADC will intensify its efforts toward regional integration by ensuring that citizens are both kept informed and able to participate in shaping the region's poverty alleviation agenda. In the next years, attention will be devoted to achieve the following goal and objectives:

GOAL

The goal of the revised SADC Communications and Promotion Strategy is to strengthen information channels that enhance public knowledge and consciousness of SADC's vision and achievements in order to attain regional integration and eradicate poverty.

OBJECTIVES

- Increase awareness of and knowledge about SADC, its activities and impact, in all Member States and globally.
- Improve access to, and exchange of information and knowledge by SADC Member States and the region's ordinary citizens.
- Strengthen relationships with the media, and strengthen their capacity to competently report on SADC.
- Strengthen partnerships with information intermediaries to support the promotion of SADC's vision, goals and achievements.
- Become the repository for up-to-date information and intelligence about SADC's activities and achievements to enable swift and effective communication to stakeholders.
- Position, project and sustain the status of the SADC corporate image and brand, throughout all its Member States and beyond.
- Support and contribute to the mobilisation of sufficient resources to sustain and communicate SADC programmes.
- Increase SADC's strong online and social media presence, with a focus on creating shareable multimedia video and image content.

TARGET AUDIENCES

The SCPS will target a range of audiences (internally and externally) to achieve its broad communication ambitions.

SADC citizens are the primary targets of this Communications Strategy. Citizen understanding of SADC's achievements and functions and capabilities is critical for mobilising support and creating strategic partnerships. Without this, the organisation will be unable to fulfil its mandate and realise its full potential.

Journalists are crucial to communication and engagement -- enabling citizens to tell their own stories and illuminating narratives that are shaping debate, thinking and public opinion in the region.

Other external audiences, such as researchers and academic institutions, will be

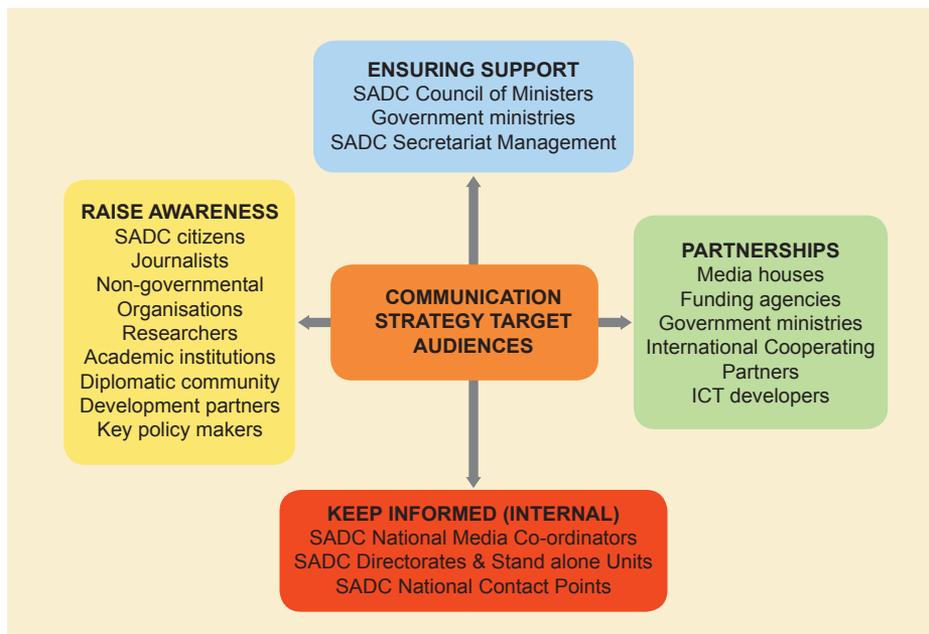
informed to make them aware of the issues and the wealth of information held by SADC in its databases as well as through its experts. Non-governmental organisations, development partners and key policy makers will be targeted with critical information to ensure their work is in line with SADC's priorities.

Within the Secretariat and Member States, the Communications Strategy will target SADC Secretariat staff as the organisation's frontline ambassadors. They will be informed about the organisation's work to heighten their understanding of the organisation. This will ultimately contribute to better communication and the building of a positive brand and reputation. At national level, the strategy will actively target SADC National Media Coordinators and SADC National Contact Points to keep them informed and to coordinate their local actions to communicate SADC.

Communication with the SADC Council of Ministers and government departments is critical to ensure that they are kept up-to-date on developments within SADC and to seek their support in driving the Communications Strategy at the Secretariat and within the Member States.

Communicating and cooperating with SADC subsidiary organisations and implementers of SADC programmes will have a cross fertilisation of ideas and mutual understanding of each other's work resulting in consolidated SADC communications.

International Cooperating Partners (ICPs) with potential to, or already, supporting SADC's programmes will be consistently informed of SADC's plans and targets to help them align their support with SADC's vision, priorities and needs.



CHANNELS, TACTICS AND TOOLS

In order to effectively deliver key messages to the various stakeholders and audiences, appropriate channels, tactics, content and tools will be identified and utilised for the various stakeholder groups. Equal attention will be paid to ensure that efficient internal communication hardware and software are in place to enable effective external communication and engagement.

DEFINITION OF KEY TERMS	
Channels are the conduits to be used to deliver content.	Including: <ul style="list-style-type: none"> • Mass media channels such as print • Radio and websites • Digital media such as social media
Tactics relate to activities that will be used to generate content needed to engage priority audiences.	<ul style="list-style-type: none"> • Face-to-face meetings • Engaging key development partners that support the work of SADC • Op-eds in online newspapers, etc.
Content is the input, produced in different forms – depending on the tactic of choice – that is disseminated via the various channels, such as radio, television, video, audio, blog posts, live streaming etc.	<ul style="list-style-type: none"> • Messages from SADC key events • Messages from meetings • Statements by Heads of States • Developments in the region, etc.
Tools are the devices, technologies and applications used to create content and transmit content.	<ul style="list-style-type: none"> • Software applications to websites and media planners • Websites of SADC Member States should be used as effective channels of engaging with different audiences.

ENCOURAGING PEER LEARNING

National Media Coordinators can learn a lot from each other. The Secretariat needs to support learning across countries centred around communication tactics that have been successful and achieved maximum impact. While physical convening are encouraged, a variety of online platforms can now be used to facilitate this learning. Such platforms can also be used for troubleshooting to discuss communication challenges faced by SNMCs in communicating SADC. Using either Google hangouts or other free webcasting tools to ask questions and share material. The CPRU team can act as coordinator, prompting and nurturing demand for such sessions.

MORE EFFECTIVE COLLECTIVE HORIZON SCANNING

The CPRU team together with member states, will begin to develop a collective calendar to be used as a platform to better reflect activities that appeal and are of priority to SADC. Using horizon scanning led by the CPRU team can identify and draw attention to events and debates that members may be interested in participating.

These events do not always have to be physical; they can also be virtual, such as online regional debates, elections in Member States, Twitter debates on conferences and meetings. Where possible, the SADC Secretariat can help with collective fundraising to allow members to attend strategic events.

SKILLS BUILDING

The CPRU team will lead and coordinate communication capacity building interventions that will help Member States to strengthen their internal capacity to communicate and engage with stakeholders, use various tools, techniques and technologies and better manage their strategic communication interventions. Members can be encouraged to help mobilise resources for such capacity building.

COMMUNICATING WITH EXTERNAL AUDIENCES

Coherent and strategic use of channels such as radio, television and newspapers will be strengthened. National Media Coordinators have traditionally worked with their national press channels but these relationships could be used more strategically to achieve SADC's objectives. The CPRU can assist with planning, content development and resource mobilization.

Strategic production of a suite of external communication products such as:

- SADC Today, an external Newsletter/Magazine (published in English, French and Portuguese) that is distributed to a multiplicity of audiences across the region and beyond. A review of interest on content and layout is crucial to remain relevant;
- Thematic and brief newsletters targeted at stakeholders such as development partners can be explored to help mobilise resources for the organisation.
- Experiment with use of multimedia to communicate messages coming out of important meetings to attract diverse audiences,
- Keep citizens informed and engaged through facilitated debates on Twitter, Facebook, the website and through radio and television programmes. Tagging NMCs and other influential stakeholders is key.
- Use of visual imagery from SADC programmes and events is powerful tool in capturing audience attention.

MESSAGING FRAMEWORK

Targeted messages, specifically designed for identified stakeholders, are an integral part of strategic communication. Having identified the stakeholders that the SADC hopes to reach, the CPRU team will decide what types of messages would be most appropriate, and most resonant, for these stakeholders. These messages will be guided by programmes of work in Member States as well as SADC's programmes.

While it will primarily remain the role of Member States to generate their own messages related to programmes in their own countries, the CPRU team can provide guidelines on messaging frameworks as well as one or two explicit areas that should be promoted at a Member State level.

The CPRU team will be responsible for creating messages that aggregate the information emerging from the member states and programmes at the SADC Secretariat. A process of brainstorming with member states will be encouraged to agree on the best messages to share with different audiences in line with expressed interests and debates at national, regional and global levels.

With the growing use of social media and other digital technologies, the organisation will invest time in ensuring that messages are appropriate for each channel of communication.

Overall messages emerging from SADC should be:

- Guided by the strategic interventions of regional strategies such as RISDP and the SADC Industrialisation Roadmap and programmes.
- Targeted at a specific audience.
- Innovative to reach a diverse audience.

SADC will craft messages that are clear and that present a unified picture of what SADC is and what it stands for.

Thematic Areas:

- Themes and messages will be based upon, but not limited to, the following Priority Intervention Areas as outlined in the Regional Indicative Strategic Development Plan: Trade, Economic Liberalisation and Development;
- Infrastructure Support, Integrated Water and Resource Management;
- Food Security; Human and Social Development; Peace and Security, Health, especially combating the HIV and AIDS pandemic;
- Gender Equality and Development, Science and Technology;
- Information and Communications Technology;
- Environment and Sustainable Development, Private Sector Development and Statistics.

Thematic areas such as Energy, Water Supply, Skills Development, Financing etc. that are intended to drive the industrialisation agenda, will be prioritised in communicating.

- The messages will act as a springboard to rally Member States' efforts on a particular issue and to allow them to speak with one voice.
- Messages will be publicised on relevant major international days such as the World AIDS Day, the International Day of the Eradication of Poverty, World Water Day, and SADC Day etc.
- The SADC Secretariat will pick a message for each year and use this as the rallying point for dissemination activities.
- Messages will take into account the diversity of the region's citizens and will prioritise the use of local languages. Messages will not perpetuate gender stereotypes.

PRINCIPLES

The following principles underline SADC's approach in communicating with its different audiences.

- Being sensitive to the demands of the region's diverse audience, taking into account their languages, political context and access to information and communication technologies.
- Prioritise listening to and privileging the voices of all citizens, young and old, urban and rural.
- Taking into account issues of gender equality and ensure that its communication does not perpetuate gender stereotypes, discrimination and violence against women. SADC Heads of State and Government signed the SADC Protocol on Gender and Development ¹, which includes progressive clauses and 28 targets including the target that women will hold 50 percent of decision making positions in the public and private sectors. These targets provide crucial communication opportunities that can be used to profile the organization's work in areas of global significance.
- Deploying innovative communication tools and practices, which are 'fit for purpose' (i.e. suitable for both the messages being communicated and the audiences being targeted); encourage engagement by its key stakeholders; and are cost-effective.
- Promotion of evidence-based communication, regional co-existence and integration in the delivery of SADC messages

KEY RESULT AREAS

The SADC Communication and Promotional Strategy will be operationalised into the following five key result areas. These key result areas will focus on consolidating awareness levels already achieved and building knowledge especially in the key thematic areas outlined in the Regional Indicative Strategic Development Plan and the Strategic Indicative Plan for the Organ.

1. AWARENESS RAISING AND LINKING CITIZENS

- Communications will consolidate awareness levels that have been achieved so far. The SCPS will be opportunistic and seek ways to raise awareness and plug the SADC agenda at national, regional as well as international events.
- Global and Pan-African events present a not-to-be missed opportunity to enhance SADC visibility.
- The SADC Secretariat, in conjunction with the National Media Coordinators and other

¹ The SADC Protocol on Gender and Development, signed in 2008, by SADC Heads of State and Government, sets out 28 targets to mainstream gender issues into the SADC programme of Action and community building initiatives.

national networks will actively engage with citizens to fully understand their needs. This engagement will shape the content and approaches of SADC communications.

- Efforts will be made to connect citizens within their own countries and with other SADC Member States. SADC will foster discourse and link citizens through interactive forums that allow citizens, as well as leaders at different levels, to shape the region's development agenda.
- Use of SADC Day, celebrated on the August 17 each year, to rally together the region's citizens to reflect on the significance of the regional community will be central to the communications strategy. The new approach proposed will plan events around this day as a process rather than an event. In practice, this means planning a number of events at national and regional level in the months building up to August 17th.
- Brand ambassadors that have influence, understand the region and its issues and are well respected, will be appointed to advance SADC's messages and agenda.
- Efforts will be made to embed SADC's values and purpose in the minds of the region's youth through the development of curriculum at schools and tertiary education institutions.
- Efforts to build awareness will seek to bridge the gap between urban and rural populations. SADC will expand its use of radio networks to reach citizens in remote areas, information intermediaries and, where possible, tap into new media technologies that have proven effective in reaching people.

2. INFORMATION EXCHANGE AND KNOWLEDGE

- SADC's information dissemination activities will be joined up with those of similar bodies and information intermediaries whose mandate is to disseminate information about the organisation.
- Resources will be invested into organising and promoting tours and road shows that allow the region's media to fully understand SADC's development projects and to capture the voices of citizens.
- Existing information will be used and invested in producing new knowledge products about SADC.
- Information centres and contact points will be established to allow public access to information at national and regional level. These information centres will act as repositories of SADC information and will gather feedback that will feed into the development of better services.
- The revamped SADC website www.sadc.int offers a great opportunity to keep citizens updated of developments within the region. The new website includes features that promote interaction and give users the choice to choose from a menu

of options the kinds of updates they would like to receive. Efforts will be made to consistently update the website and link it to Member States websites.

- Opportunities offered by new media will be harnessed, especially social networking, to communicate SADC and to provide a platform for linking citizens. Social media will be used strategically to engage with audiences and linked to the SADC website, bringing together all platforms for audiences in a central place.
- An informal weekly bulletin that collates and presents 'real time' activities and progress and impacts of SADC activities will be produced. This will be shared through the website and used to refresh content.

3. MEDIA ENGAGEMENT

- SADC will step up efforts to actively engage the media at both national and regional levels. A harmonised and vibrant information policy for covering SADC to guide journalists on the coverage of issues on SADC will be developed.
- Journalists will be kept abreast of developments in SADC at national and regional levels. SADC will link up these journalists to build a strong network that will facilitate sharing of information and experiences.
- Greater utilisation of state and public media in Member States, and support for the National Media Coordinators will be prioritised. Efforts will be made to creatively engage with the multiplicity of public and private media organisations in all the Member States.
- Producing content that is shareable across regionally available platforms is a priority. The SADC Secretariat in conjunction with interested partners will carry out studies to look into the revival of initiatives such as SABANEWS, SADC Vision, SADC Calling and Beyond Borders. The publishing of the Southern Times will be promoted and adequately supported. These initiatives have the potential to keep citizens informed and engaged with events as they unfold.
- Information databases will be created and opened up, facilitating easy access for the media. Journalists will be made aware of existing credible sources of regional information such the Southern Africa Research and Documentation Centre (SARDC). In addition, SADC will develop more information databases and build and strengthen quick access to reliable information on the region through electronic and other access.
- The SADC Executive Secretary shall be the face of the SADC Secretariat in the Media and the primary spokesperson.

4. STRENGTHENING INTERNAL SYSTEMS FOR COMMUNICATIONS AND COHESION

- As a first step towards strengthening communications, SADC should mainstream communications in all its work and policies. This will allow for strategic planning, mobilisation and re-deployment of resources to ensure that the organisation's communications functions are fulfilled. Projects will have a communication and visibility plan right from inception.
- Staff will be cultivated into effective ambassadors for the organisation. This will involve putting in place strategies that foster an understanding of the organisation's vision, objectives, priorities and programmes. Appropriate incentives and rewards for SADC staff who communicate effectively on behalf of the organisation will be considered, as will the review of performance appraisals to systematise effective communication.
- Staff will be able to carry out the 'ambassadorial function' competently through the provision of information kits and by building connections between the various programmes in order for them to actively seek to engage with each other.
- Improvements will be made to the functioning of national structures, especially the National Media Coordinators to build their capacity to plan, undertake and monitor the implementation of the SADC Communication and Promotional Strategy at national levels.

5. MAINTAIN CORPORATE IMAGE AND BRAND MANAGEMENT

The SADC brand and corporate image will be actively nurtured and used to build and consolidate the achievements of the organisation in the region and globally. Clear mechanisms for its use by all staff will be created and communicated to ensure use by all Member States, Directorates and Units in the Secretariat.

At regional level:

The Communications and Public Relations Unit will:

- Drive the timely completion of the Corporate Identity Manual and translate all materials into the three SADC official languages as well as local languages where possible.
- Generate audiovisual materials for media use to broaden the reach through diversification of communication platforms.

At national level:

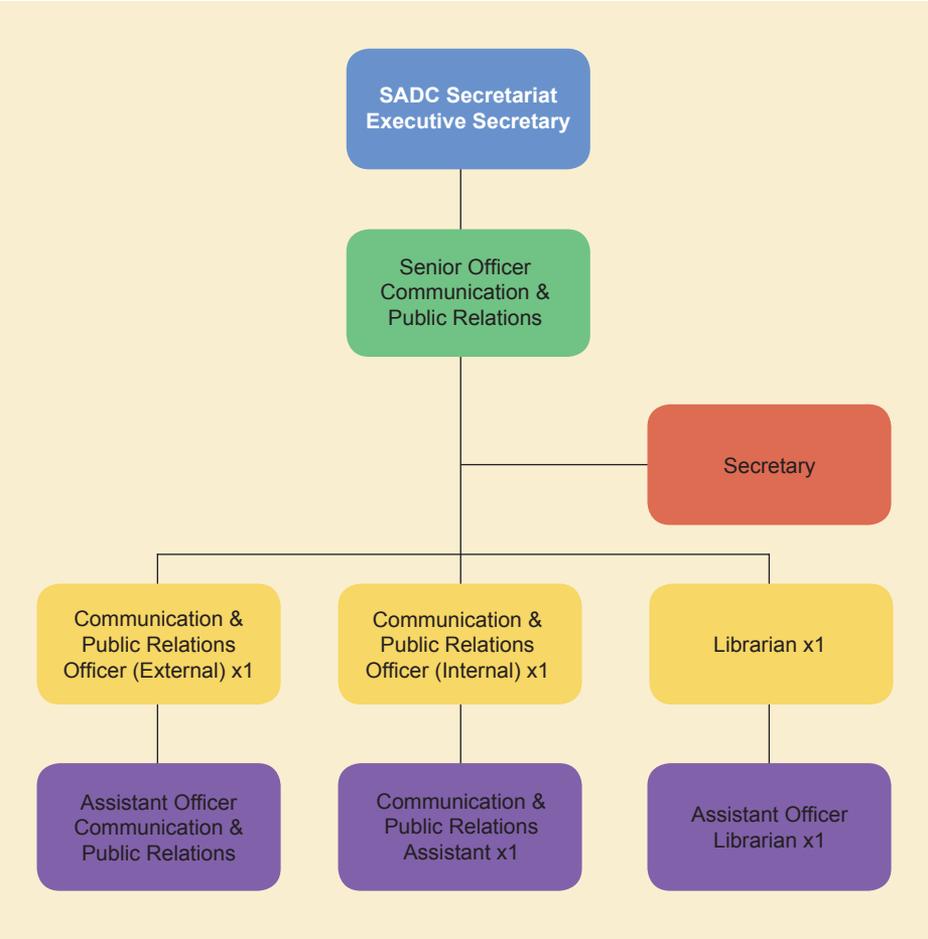
Member States should:

- Avail resources to reproduce promotional items at national level, while the SADC National Media Coordinators will monitor and facilitate the appropriate use of the SADC logo and all corporate insignia.
- Distribute SADC corporate promotional material/souvenirs to stakeholder groups.
- Hoist the SADC flag in Member States and at appropriate events.
- Ensure that the SADC Anthem is sung at all major meetings and events.
- Translate the SADC Corporate Identity Manual into a document that is practical, easy to understand and actionable at national level.
- Launch and promote the SADC brand

COMMUNICATIONS AND PUBLIC RELATIONS ROLES AND RESPONSIBILITIES

The current structure for the SADC Communication and Public Relations Unit is illustrated in the organogram below. Communication and Public Relations Unit 'sits' in management structures of the organisation to ensure that issues of communications are well understood, and planned for, at the most senior level.

SADC COMMUNICATION AND PUBLIC RELATIONS STRUCTURE



MONITORING AND EVALUATION

A Monitoring and Evaluation Plan that will explicitly provide systems to measure progress in achieving this strategy will be developed to:

- Build a picture of what success looks like;
- Build a set of indicators that can be used to collect evidence of impact;
- Design and introduce systems for collection and analysis as well as evaluating effectiveness;
- Train staff to start reviewing and Developing annual surveys to capture feedback from audiences and progress.

The impact of communications strategies is notoriously hard to measure. It is hard to attribute categorical impact for given outcomes to any single initiative or set of initiatives. At best what can be measured is SADC's contribution to any visible outcomes. And this calls for creative approaches to contribution analysis as well as to communicating the contribution a given set of actions and initiatives has had to wider outcomes.

A set of indicators should be identified for each of the Communication Objectives and should capture, as a minimum, awareness of brand SADC among targeted global stakeholders; cohesive and consistent communication of key programme messages; efficient use of platforms to support learning across the countries; use of appropriate platforms and channels to amplify and share SADC learning to multiple stakeholders.

The Monitoring and Evaluation of this Strategy will also be guided by the broad framework within RISDP and other key documents that espouse the organisation's vision and ambitions. Data being collected should feed into the unit as well as organisational planning processes.

The SADC Communication and Public Relations team will need to review the communication strategy against key result areas to identify where the Unit may need additional support in achieving stated objectives.

ELEMENTS OF THE WORK PLAN

There is need to give a human face to SADC. As it stands, citizens remain unclear of the regional body's identity and in most cases do not connect with its vision, mandate and actions. The assertion that SADC is for the people and works for the people of SADC is not broadly shared amongst citizens. A broad-based survey that would establish what people don't know; what preconceived ideas they have about what SADC does; what extent of their knowledge is about its achievements and what they would like to see, is recommended.

To kick-start the implementation of this strategy, a number of actions in the short to medium term are proposed below. The following recommendations are seen as critical to the achievement of this Communication and Promotional Strategy.

RECOMMENDATIONS FOR IMPLEMENTATION OF REGIONAL MEDIA AWARDS

In response to the Council's decision to review the SADC Media Awards and in light of the fact that the review workshop provided insufficient time for the Regional Adjudication Committee to delve deeply into all issues pertaining to the media awards the following recommendations were made:

- Allow members of RAC to hold a separate meeting to collectively review the SADC Media Awards and provide substantive and strategic recommendations that will guide the implementation of the SADC awards in the next five years.
- Request the Council to enforce decision 5.1.2.4 concerning prize money. There are two prizes for each of the four categories being; Print, Television, Photo and Radio. The value of each prize would be US\$ 2 500 for first place, The runner-ups in each category will receive a second prize of US\$1000 and will receive the prize money and certificates in their respective countries through their National Contact Point.
- Prize money should be increased every two years on the basis of an agreed percentage.
- Hosting of the RAC should rotate in line with SADC Chairpersonship.
- Compulsory attendance at RAC should be enforced as per provision of the Treaty.
- National Adjudication Committees should be established and operational in all SADC countries. No entries may be submitted to the regional level without having progressed through the NAC.
- Media Award presentations should continue to be an integral part of the Summit agenda. Holding the award ceremony during Summit increases the profile and visibility of the awards and acts as an incentive for others to participate. The certificates of the SADC Media Award Winners shall be signed by the Chairperson of SADC.

Other Recommendations included:

- The Competition should seek corporate/private sector sponsorship to increase the number and value of prizes.
- More categories should be created, such as feature pieces, news pieces etc.
- Recusal of Member States during the adjudication of entries from their own NACs should not be enforced as this would bring the legitimacy of the Awards into question. Member State adjudicators must rely on quality and adherence to rules when conducting their deliberations.
- Only entries from nationals submitted in their respective Member State will qualify for regional adjudication – each national should enter from his/her country.

SADC SOCIAL MEDIA GUIDELINE

Increasingly, social media is the way the world is networking and communicating in order to share information and knowledge. Social media fosters transparency, dialogue and engagement. To ensure that the use of social media is co-ordinated and reflects the SADC vision, the Secretariat will develop staff guidelines that outline:

- How social media will be used,

- Who is responsible for the upkeep of their various social media platforms,
- How to respond to any negative feedback (a guide to troubleshooting and crisis management),
- How to achieve consistent branding throughout the various platforms,
- Copyright laws and legislation

Content for the numerous social media platforms that the Secretariat will manage should be generated by information present on the SADC website. The use of social media will be to draw attention to the various activities and programs being undertaken by SADC. The use of social media should be strategic with clarity on the intended target audience and consistency across the board. Social media platforms should be linked to the SADC website so that they are clearly accessible. Additionally, clear links should be made from each independent platform back to the website.

Relevant information on activities happening within the Member States should be provided by the SNMCs; however, Secretariat staff will also source content from the different directorates. The Secretariat will manage the official Facebook page which will carry the official SADC logo, be regularly updated by the appointed member of the Communications and Public Relations Unit to communicate SADC messages and draw attention to activities and events that have been highlighted on the SADC website. The use of Facebook will allow SADC to strategically target the youth of the region as well as have a subsidiary virtual space that allows interested parties to communicate with SADC in an alternative way.

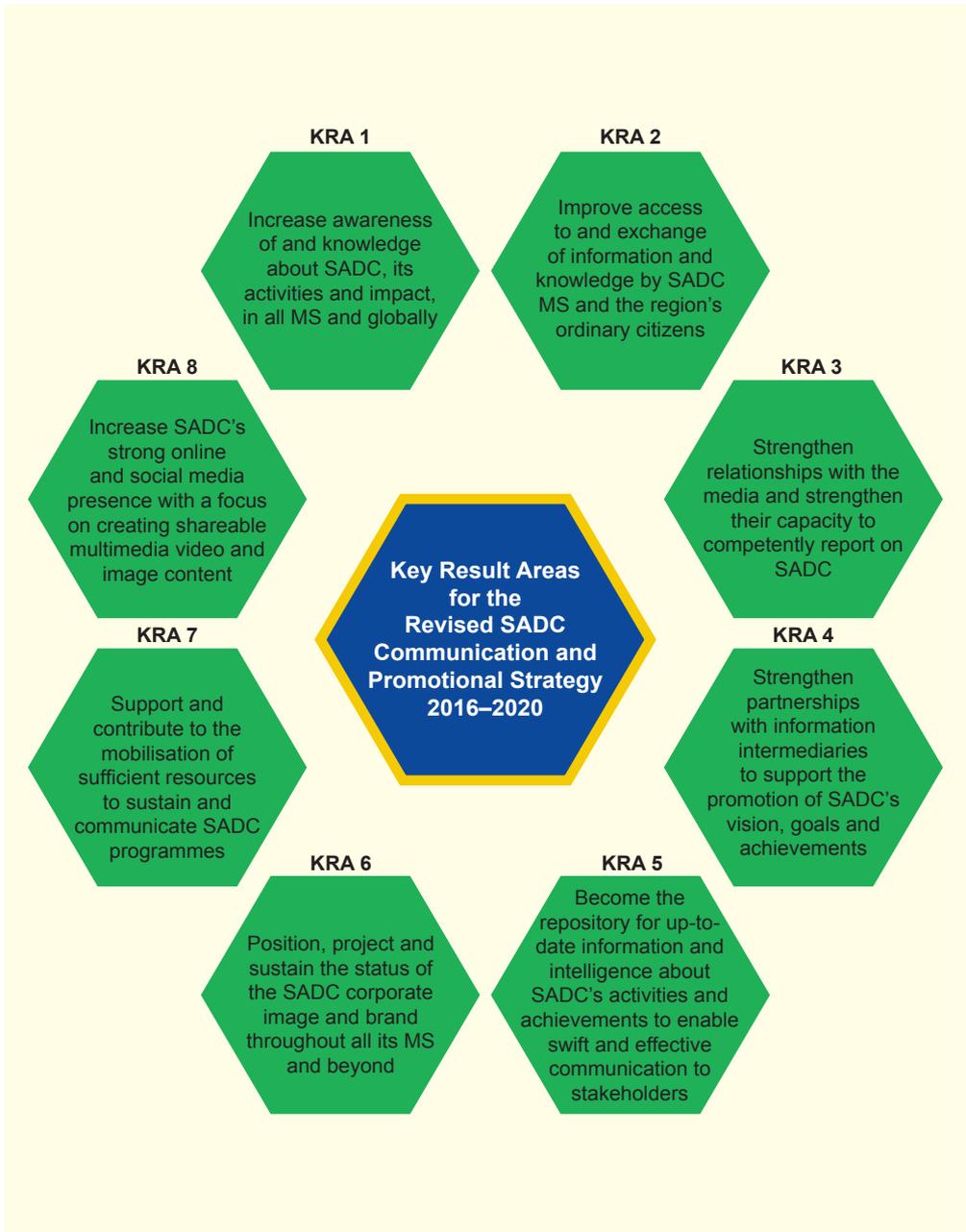
SADC will also manage a central Twitter account, @SADC_News. The content for the twitter account can also be sourced from the website with content being linked to the Facebook page. The Executive Secretary (ES) is encouraged to establish and manage a Twitter account to communicate with audiences internally and externally. This account could be managed by Communication and Public Relations Unit but the ES reserves the right to authorise the content of the tweets.

A blog can also be incorporated into the website. The blog will need regular updating and CPRU staff will need to encourage other members of the directorates and units to provide mission reports that can be the basis of materials that go up on the blog.

The Secretariat will also maintain a Flickr account that will be linked to the website. Flickr images will make it easier for journalists to find images pertaining to SADC events and programmes on the website. The images will be updated with any images that are taken at SADC events as well as images that have been made available by other directorates/units or those who have been on mission. A YouTube channel will also be created to host any SADC videos from various conferences and mission trips. The channel needs to contain short and interesting videos of speeches made by the Executive Secretary and any other SADC functionary.

In order to ensure that social media being generated by SADC has the desired effect, the Secretariat will use web analytical tools such as Google Analytics to monitor traffic to the website and any of their other social media platforms. This will allow monitoring of the penetration of key messages and analysis of trends.

COMMUNICATION AND PROMOTIONAL STRATEGY KEY RESULT AREAS



Implementation Plan for the Revised SADC Communication and Promotional Strategy 2016–2020

KRA 1: Increase awareness of and knowledge about SADC, its activities and impact, in all MS and globally

Expected result/outcomes	Targeted outputs	KPIs	Main activities	Sub activities	Timeframe					Responsibilities		
					'16	'17	'18	'19	'20	Secretariat	MS	
Increased visibility and recognition for successful SADC interventions	Annual publication on SADC success stories	One brochure with SADC success stories published each year	Documentation and publication of "SADC Success Stories" brochure	Produce concept note to support MS with identification of success stories illustrating benefits of regional integration	X						PRU	
				Collection of potential success stories with input from Secretariat and MS	X	X	X	X	X	PRU with input from technical Directorates	NCP	
				Soliciting pictures that will go together with the stories								
				Editing the articles								
				Consultancy for documentation of success stories	X	X	X	X	X	PRU	NCP	
				Consultancy for production of "SADC Success Stories" brochure	X	X	X	X	X	PRU		
				Dissemination of "SADC Success Stories" brochure to media and relevant multipliers	X	X	X	X	X	Secretariat	NCP, SNMC	
				Dissemination of "SADC Success Stories" through SADC web and social media channels	X	X	X	X	X	PRU	SNMC	
Thematic publications covering key sectors	Max. two new thematic publications each year	Production of thematic publications	Selection of sector which will be featured in thematic publication	X	X	X	X	X	PRU	SNMC		
			Conceptualisation of thematic publication	X	X	X	X	X	PRU	SNMC		
			Consultancy for production of thematic publication	X	X	X	X	X	PRU			

			Dissemination of thematic publication	Dissemination in relevant MS ministries and institutions	X	X	X	X	X		NCP, SNMC
				Dissemination in MS media	X	X	X	X	X		SNMC
				Dissemination through SADC web and social media channels	X	X	X	X	X	PRU	
	Annual "Open Doors Day" at Secretariat to welcome SADC citizens and educate them on SADC's mission, work and achievements	Number of visitors to Open Doors Day at Secretariat	Hold Open Doors Day at Secretariat	Conceptualise Open Doors Day with Directorates/ Units and current SADC Chair		X	X	X	X	PRU	MS
Produce specific IEC material as well as compile existing material into packages in line with the developed concept					X	X	X	X	PRU	MS	
MS and Directorates' stalls to showcase examples of successful SADC projects					X	X	X	X	Secretariat	MS	
Hold Open Doors Day at Secretariat					X	X	X	X	PRU	MS	
Capture feedback from visitors about their views of the day and of SADC					X	X	X	X	PRU		
Thematic events on SADC priorities in MS	Number of events held in MS	Organise thematic events on SADC priorities in MS	Identify suitable priorities for MS		X	X	X	X			MS
			Organise events		X	X	X	X			MS

KRA 2: Improve access to and exchange of information and knowledge by SADC MS and the region's ordinary citizens

Expected result/outcomes	Targeted outputs	KPIs	Main activities	Sub activities	Timeframe					Responsibilities			
					'16	'17	'18	'19	'20	Secretariat	MS		
Increased understanding of SADC vision, work and impact by ordinary citizens	Education on SADC's history, mission and impact included in MS school curricula	Number of MS in which SADC is included in school curricula	Inclusion of SADC in school curricula	Benchmarking against MS that already include SADC in curricula		X					PRU	NCP, Education Ministries	
				Development of concept for inclusion of SADC in curricula		X	X						NCP, Education Ministries
				Implementation in MS schools			X	X	X				Education Ministries
	Participation in SADC Essay competitions	MS and regional winners named every year	Annual SADC Essay competition	Selection of annual theme for essay	X	X	X	X	X		Secretariat	MS	
				Preparation of concept and adjudication criteria	X	X	X	X	X			MS	
				Preparation of announcement and dissemination to schools	X	X	X	X	X			MS	
				MS selection of national winners	X	X	X	X	X			MS	
				Organising and publicising prize-giving events	X	X	X	X	X			SNMC	
				Regional adjudication of essay prize winners	X	X	X	X	X			MS	
	Annual celebration of SADC Day in MS	Number of MS celebrating SADC Day	Hold annual SADC Day celebrations in MS	Develop and implement concept to celebrate SADC Day as part of week-long awareness and celebration activities in MS		X	X	X	X			SNC, NCP	
Capture feedback from visitors of SADC Day celebrations on awareness and support of SADC					X	X	X	X			SNC, NCP		

KRA 3: Strengthen relationships with the media and strengthen their capacity to competently report on SADC

Expected result/outcomes	Targeted outputs	KPIs	Main activities	Sub activities	Timeframe					Responsibilities	
					'16	'17	'18	'19	'20	Sec-retariat	MS
Strengthened MS and regional ability to communicate SADC activities and successes	SADC-related news and stories communicated to MS media in timely manner	National media distribution lists for each MS shared annually with PRU	Maintenance of national media distribution lists		X						NCP, SNMC
				Develop a standardised template for national media distribution lists		X				PRU	NCP, SNMC
				Updating national media distribution lists		X	X	X	X		NCP, SNMC
				Sharing national media distribution list with PRU annually		X	X	X	X		NCP, SNMC
				Updating of regional media distribution list		X	X	X	X	PRU	
Strengthened media capacity to competently report on SADC	Training for regional journalists	Annual training for regional journalists, editors and relevant media practitioners held and SADC Summit covered	Training for regional journalists	Development of training concept for regional print, TV, radio and online journalists, editors and relevant media practitioners with a focus on the inclusion of women		X				PRU	NCP, NCP Media Committee, National Adjudication Committee, SNMC
				Selection of participating journalists, editors and relevant media practitioners based on merit and experience with a focus on the inclusion of women		X	X	X	X	PRU	NCP, NCP Media Committee, National Adjudication Committee, SNMC
				Implementation of training through consultancy		X	X	X	X	PRU	
			Coverage of SADC Summit by journalism training participants	identification of contact points in MS delegations to SADC Summit for participating journalists, editors and relevant media practitioners		X	X	X	X		NCP, SNMC

				Definition of opportunities for participating journalists, editors and relevant media practitioners to engage with MS delegations and SADC officials before and during the SADC Summit		X	X	X	X	PRU	NCP, SNMC	
	Opportunities for regional journalists to interact with SADC officials	Articles generated as result of direct interactions of journalists, editors and relevant media practitioners with SADC officials	Identification and use of suitable opportunities	MS to identify suitable opportunities with a focus on the inclusion of women		X	X	X	X		NCP, SNMC	
				MS enable journalists, editors and relevant media practitioners to interact with SADC officials		X	X	X	X		NCP, SNMC	
Improved quality and quantity of MS media coverage on SADC Protocols, Policies and Programmes	Monthly press reviews and annual summary reports on quality and quantity of MS media coverage on SADC	<ul style="list-style-type: none"> • Number of MS submitting quarterly reports to PRU • Number of MS submitting annual summary reports to PRU 	Quarterly press reviews for SADC and MS officials	Definition of criteria and reporting format		X				PRU	NCP, SNMC	
				Compilation and distribution of quarterly press reviews to relevant officials in MS and SADC Secretariat		X	X	X	X		NCP, SNMC	
			Annual summary report on MS media coverage on SADC	Definition of criteria and reporting format		X					PRU	NCP, SNMC
				Compilation of annual report on MS media coverage on SADC		X	X	X	X		NCP, SNMC	
				Compilation of recommendations for all MS based on annual reports		X	X	X	X	PRU		
Support dissemination role of regional media organisations committed to SADC	Reports on the implementation and development of SADC Protocols, Policies and Programmes in MS	Southern Times stories based on MS inputs	MS share information on implementation and development of SADC Protocols, Policies and Programmes in MS with Southern Times	Participation of additional MS in Southern Times		X	X	X	X		NCP, SNMC	

				Continuous information sharing with Southern Times		X	X	X	X	PRU	NCP, SNMC
Highlight and reward leading examples of SADC media coverage	Participation in SADC Media Awards	National and regional prizes awarded every year	Hold SADC Media Awards annually	MS selection of national winners	X	X	X	X	X		NCP, NCP Media Committee, National Adjudication Committee, SNMC
				Regional adjudication of media award winners	X	X	X	X	X	PRU	NCP, NCP Media Committee, National Adjudication Committee, SNMC

KRA 4: Strengthen partnerships with information intermediaries to support the promotion of SADC’s vision, goals and achievements

Expected result/outcomes	Targeted outputs	KPIs	Main activities	Sub activities	Timeframe					Responsibilities					
					'16	'17	'18	'19	'20	Secretariat	MS				
Increased production and distribution of radio and TV programmes about SADC	Radio and TV programmes on SADC produced and distributed as agreed in the "Declaration on the Role of Information and Communication in Building SADC"	Number of radio and TV programmes on SADC produced and distributed in MS	Liaise with national broadcasters on production of radio and TV programmes on SADC	Assessment and analysis of existing radio and TV programmes on SADC in MS	X						PRU	NCP, Public Information Ministries, SNMC			
				Production of radio and TV programmes on SADC		X	X	X	X				Relevant MS institutions		
				Distribution of radio and TV programmes on SADC		X	X	X	X				Relevant MS institutions		
			Establishment of SADC TV channel	Consultancy for feasibility study on cost, modality, hosting options		X						PRU	Public Information Ministry, SNMC, SABA		
				Concept development and costing for SADC TV platform		X						PRU	Public Information Ministry, SNMC, SABA		
				Validation workshop with MS			X					PRU	Public Information Ministry, SNMC, SABA		
				Approval by relevant institutions			X					PRU	Public Information Ministry		
			Approval by relevant institutions			X					PRU	Public Information Ministry			
			Cooperate with regional information intermediaries on promotion of SADC's vision, goals and achievements	MoUs with regional information intermediaries on cooperation	Number of MoUs with regional information intermediaries	Develop MoUs with information intermediaries on cooperation of SADC vision, goals and achievements	Identify and liaise with relevant regional information intermediaries	X						PRU	SNMC
							Develop MoUs for cooperation		X						PRU
Implement cooperation programmes according to MoUs							X	X	X			PRU	SNMC		

KRA 5: Become the repository for up-to-date information and intelligence about SADC's activities and achievements to enable swift and effective communication to stakeholders

Expected result/outcomes	Targeted outputs	KPIs	Main activities	Sub activities	Timeframe					Responsibilities	
					'16	'17	'18	'19	'20	Secretariat	MS
Ensure up-to-date access to relevant information from MS to Secretariat	Regular meetings of SADC National Media Coordinators and PRU to exchange information and best practices	<ul style="list-style-type: none"> •Two SN-MC-PRU meetings each year • Number of MS that have implemented SNMC guidelines 	Hold meetings of SNMCs and PRU	Two annual meetings of SNMCs and PRU at SADC Secretariat	X	X	X	X	X	PRU	SNMC
				Development of guidelines for SNMC on job description, functions, monitoring and evaluation mechanisms	X					PRU	SNMC
				Approval of SNMC guidelines by respective ministerial committee (e.g. ministers for public information)		X				PRU	MS
				Start of implementation of SNMC guidelines in MS		X					SNMC
				Extraordinary SNMC-PRU meeting			x	x	x	PRU	SNMC
Ensure up-to-date access to relevant information from Secretariat to MS	Continuous publication of SADC Secretariat newsletter	SADC Secretariat newsletter published monthly	Production and distribution of SADC Secretariat newsletter	Monthly production of SADC Secretariat newsletter in all SADC working languages and by sourcing relevant MS content	X	X	X	X	X	PRU	SNC, NCP, SNMC
				Monthly distribution of SADC Secretariat newsletter to MS and on SADC website	X	X	X	X	X	PRU	
				Distribution of SADC Secretariat newsletter to relevant stakeholders in MS via email/online	X	X	X	X	X		NCP, SNMC
				Distribution of SADC Secretariat newsletter in print to relevant stakeholders in MS every two months	X	X	X	X	X		NCP, SNMC

Ensure up-to-date access to relevant information within SADC Secretariat	Regular meetings of SADC Publicity Advisory Board & Editorial Committee (SPABEC) to exchange information and best practices	Number of annual SPABEC meetings	One SPABEC meeting per quarter	Naming of SP-ABEC member for each Directorate and/or Unit	X					Technical Directorates	
				SPABEC meetings every quarter	X	X	X	X	X	PRU	
	Comprehensive access to relevant information on SADC and implementation of Protocols, Policies and Programmes in SADC library	<ul style="list-style-type: none"> • Number of SADC staff accessing library • Number of search requests on SADC library website 	Ensure SADC library holds relevant and up-to-date sources on SADC and the implementation of SADC Protocols, Policies and Programmes	Assess availability of relevant documents and compile requests to Directorates/ Units and MS for additional material	X					PRU	
Establish process to ensure new documents from Directorates/Units, MS and other relevant sources are catalogued and made available					X				PRU	MS	
Update search function on SADC library website					X				PRU		

KRA 6: Position, project and sustain the status of the SADC corporate image and brand throughout all its MS and beyond

Expected result/ outcomes	Targeted outputs	KPIs	Main activities	Sub activities	Timeframe					Responsibilities	
					'16	'17	'18	'19	'20	Sec-retariat	MS
Visibility of SADC in MS enhanced	SADC-branded merchandise (e.g calendars) available	SADC-branded merchandise (e.g calendars) sent to MS	Production of SADC-branded merchandise material (e.g calendars)	Production and distribution of SADC-branded merchandise to MS	X	X	X	X	X	PRU	
				Distribution of SADC-branded merchandise in MS	X	X	X	X	X		NCP
	Use of SADC Corporate Identity (CI) symbols increased	Number of MS using SADC CI symbols	Facilitation of use of SADC CI symbols	Facilitation of exchange of experiences and views between MS on use of SADC CI symbols		X				PRU	NCP
				Development of mechanism to ensure use of SADC CI symbols in MS		X				PRU	MS
			Ensure use of SADC CI symbols in MS		X	X	X	X		MS	
Integrity of the SADC brand protected (brand management)	SADC Corporate Identity Manual disseminated and implemented	Percentage of SADC publications adhering to CI Manual	Implementation and monitoring of CI Manual adherence	Assessment of existing stationery and templates on CI Manual adherence	X					PRU	
				Development of stationery, templates and other materials adhering to CI Manual		X				PRU	
	Interventions to promote SADC brand carried out	Number of interventions promoting SADC brand	Dissemination of SADC's vision, mission and organisational values to stakeholders	Assessment of existing materials and publications			X			PRU	
				Development of materials and publications for stakeholders			X			PRU	
				Dissemination of materials							

KRA 7: Support and contribute to the mobilisation of sufficient resources to sustain and communicate SADC programmes

Expected result/outcomes	Targeted outputs	KPIs	Main activities	Sub activities	Timeframe					Responsibilities			
					'16	'17	'18	'19	'20	Secretariat	MS		
Making information dissemination to SADC citizens and stakeholders a regional priority	Regular meetings of the SADC ministers responsible for public information	<ul style="list-style-type: none"> • SADC ministers responsible for public information approved as sectoral committee • Annual meetings of SADC ministers responsible for public information 	Creating the SADC ministers responsible for public information as sectoral committee	CoM approval of SADC ministers responsible for public information approved as sectoral committee	X						PRU	CoM	
				Distribution of SADC-branded merchandise in MS	X	X	X	X	X			NCP	
			Meetings of SADC ministers responsible for public information		X	X	X	X		PRU	MS		
	Identification of sponsorship opportunities to communicate the benefits of SADC to citizens	Number of events and/or publications on SADC with sponsor support in each MS	Identification of sponsorship opportunities and production of material and/or events to communicate benefits of SADC	Identification of sponsorship opportunities to communicate the benefits of SADC		X							NCP, SNMC
				Production of material and/or events that communicate the benefits of SADC to citizens		X	X	X	X			NCP, SNMC	
				Facilitation of dialogue with ICPs to ensure communicating the benefits of SADC is part of all relevant programmes on regional and MS level	X	X	X	X	X		Secretariat	NCP	
				Adequate resourcing of PRU									

KRA 8: Increase SADC’s strong online and social media presence with a focus on creating shareable multimedia video and image content

Expected result/outcomes	Targeted outputs	KPIs	Main activities	Sub activities	Timeframe					Responsibilities		
					'16	'17	'18	'19	'20	Secretariat	MS	
Strengthening SADC’s ability to communicate through contemporary communication channels	SADC social media strategy developed and implemented	<ul style="list-style-type: none"> • SADC social media strategy exists • Number of users reached on selected social media platforms 	Development of SADC social media strategy	Consultation with internal stakeholders	X						PRU	
				Benchmarking against other international organisations in Africa		X					PRU	
				SADC social media strategy drafting		X					PRU	
				SADC social media strategy validation		X					PRU	SNMC
				Approval of SADC social media strategy by ministers responsible for public information		X					PRU	CoM
			Implementation of SADC social media strategy	Shortlisting and selection of social media platforms		X					PRU	
				Establishment of SADC presence on selected social media platforms		X					PRU	
				Maintenance of SADC presence on selected social media platforms		X	X	X	X		PRU	
				Definition of thematic priorities for certain months as the basis for aligned SADC and MS social media activities		X	X	X	X		PRU	SNMC
Enhancing the availability of up-to-date information about SADC on the internet	SADC website continuously and comprehensively updated	Number of updated pages updated each year	Website content management and development	Review of existing content and structures	X						Secretariat	MS

				Establishment of Content Development Forum to ensure website content reviewed and updated by suitable officers		X					Secretariat	MS
				Production and internal dissemination of annual website usage reports for optimisation of website content	X	X	X	X	X		PRU	
				Designation of MS focal point other than SNMC to inform PRU about updates to MS content on SADC website	X	X	X	X	X			NCP
			Continued technical development of SADC website	Review and update of existing ICT infrastructure		X					Secretariat	
				Development of smartphone-friendly theme for SADC website		X					Secretariat	
	SADC website available in all SADC working languages	Existence of French and Portuguese versions of SADC website	Translate SADC website into French and Portuguese	Translate existing content		X					PRU	
				Establish process for continuous updates and translations		X					Secretariat	
	Web presences for SADC National Committees and/or SADC National Contact Points	Web presence for each SNC and/or NCP exists	Creation of web presences for SNCs and/or NCPs	Review of existing web presences for SNCs and/or NCPs	X							SNC, NCP
				Joint definition of criteria for SNC and/or NCP web presences		X						SNC, NCP
				Creation of web presences for each SNC and/or NCP		X						SNC, NCP
				Continuous updates to SNC and/or NCP web presence		X	X	X	X			SNC, NCP

				Linking SNC and/or NCP web presences from SADC website	X	X	X	X	X	PRU	
Development of SADC app	• SADC app exists • Number of users reached through SADC app	Conceptualisation, development and maintenance of SADC app	Benchmarking exercise against apps of other African RECs and international organisations		X					PRU	
			Consultancy to conceptualise SADC app, including selection of suitable mobile platforms		X					PRU	
			Validation workshop for SADC app concept		X					PRU	SNMC
			Development of SADC app		X					PRU, ICT Unit	
			Technical and content maintenance of SADC app on selected mobile platforms		X					PRU, ICT Unit	



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