



**GMES
AND AFRICA**

Global Monitoring for Environment and Security and
Africa
(GMES and Africa) Support Programme



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Communications and Engagement Strategy

December 2018
AUC, Addis Ababa, Ethiopia





GMES AND AFRICA



Acronyms

AARSE	African Association of Remote Sensing of the Environment
ACP	African Caribbean and Pacific Group of States
AfriGEOSS	African Global Earth Observation System of Systems
AGRHMET	Centre Régional de Formation et d'Application en Agro-météorologie et Hydrologie Opérationnelle Niamey, Niger
AIM-Strategy	Africa's Integrated Maritime Strategy
AMESD	African Management of the Environment for Sustainable Development
AOSTI	African Observatory of Science, Technology and Innovation
ARMC	African Resource Management Satellite Constellation
AU	African Union
AUC	African Union Commission
CCB	Continental Capacity Building
CEMAC	Communauté Economique et Monétaire de l'Afrique Centrale
ClimDevAfrica	Climate for Development in Africa Program
COI	Commission de Ocean Indien
DG Grow	Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs
DG JRC	Joint Research Centre of the European Commission
DIC	Directorate of Information and Communication
DIE	Department of Infrastructure and Energy
DREA	Department of Rural Economy and Agriculture
DSA	Department of Social Affairs
DTI	Department of Trade and Industry
EARSC	European Association of Remote Sensing Companies
EC	European Commission
ECOWAS	Economic Community Of West African States
EO	Earth Observation
ESA	European Space Agency
EU	European Union
EUMETCast	EUMETSAT Broadcast system for Environmental Data
EUMETSAT	European Organisation for the Exploitation of Meteorological Satellites
G & A	GMES and Africa Support Programme
GFCS	Global Framework for Climate Services
GMES	Global Monitoring for Environment and Security
HRST	Human Resources, Science and Technology
IT	Information Technology
JAES	Joint Africa-Europe Strategy
LMS	Learning Management System
MESA	Monitoring of Environment and Security in Africa
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
OLC	Office of the Legal Council
PAU	Pan African University
PCAC	Policy Coordination and Advisory Committee
PMU	Programme Management Unit

PSC	Peace and Security Council
PSD	Peace and Security Department
PUMA	Preparation for the use of Meteosat Second Generation in Africa
REC	Regional Economic Community
RIC	Regional Implementation Centre
SPPMERM	Strategic Planning, Policy, Monitoring, Evaluation and Resource Mobilisation
TAT	Technical Assistant Team
UN	United Nations
UNDP	United Nations Development Programme
UN-ECA	United Nations Economic Commission for Africa
UNEP-DEWA	United Nations Environmental Programme Division of Early Warning and Assessment

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Foreword

Earth Observation and the monitoring of Africa's abundant natural resources are important for conserving the welfare of current and future generations. Currently, there is a need to address huge gaps in the requisite infrastructure and critical human resource base to fully realize the potential benefits that would accrue from the sustainable use and conservation of the continent's resources.

The African Agenda 2063 and the African Space Policy and Strategy espouse a continent that is not only a consumer in the global space arena, but also a key driver of efforts to harness space technologies and applications, including Earth Observation – for sustainable development. Africa continues to be confronted with challenges of climate change and variability, natural disasters and environmental degradation, among others, which have negatively impacted basic lives and productivity.

As a joint AU-EU Earth Observation programme, GMES and Africa evokes and addresses our everyday concerns – from water and natural resource management, to coastal degradation and food security. The programme will help address the above challenges by providing information to policymakers, scientists, businesses and the public on a real time basis. Seamless communication is indeed the key driver of information sharing between and among these stakeholders.

This Strategy elucidates the corporate and business purpose of communicating about GMES and Africa, and identifies the functional messages, channels, platforms and tools appropriate for publicizing the programme and reaching out to its audiences. Also at the centre of the model is a strategic plot on stakeholder engagement which underlines ownership, results and impact. It is the Commission's intent and hope that the Strategy ultimately serves as a policy and operational guide for the host of Consortia seized with the successful implementation of GMES and Africa across the five regions of the continent.

H.E. Mrs. Sarah ANYANG AGBOR (Prof.)
Commissioner for Human Resources, Science and Technology

Executive Summary

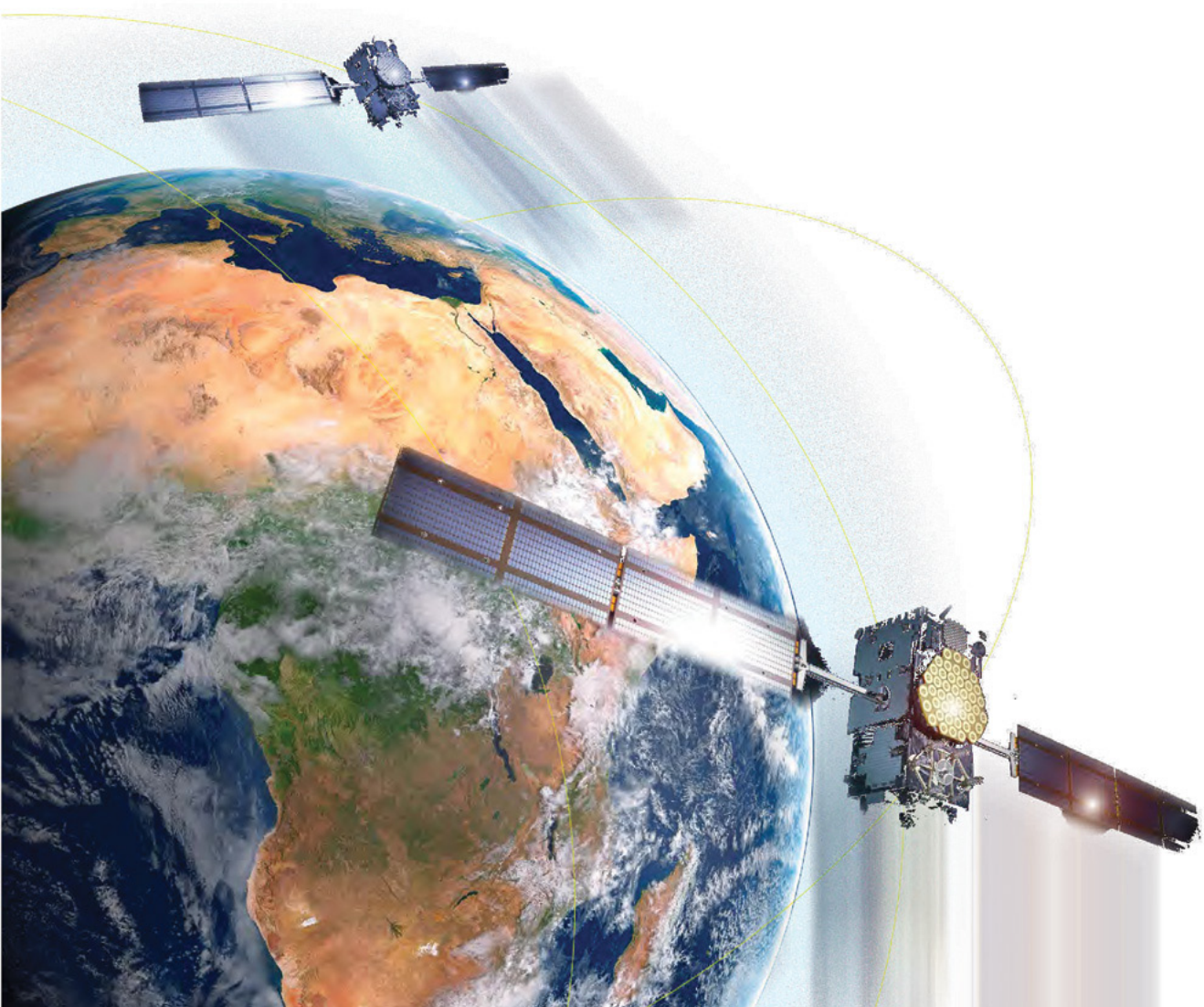
Communications is a key component of the implementation process of the Global Monitoring for Environment and Security, and Africa (GMES and Africa), to raise visibility and create awareness, as well as harness available tools for publicity, information sharing and public engagement to enable and drive the programme's outreach and advocacy.

This four-year Communications Strategy serves the purpose of making GMES and Africa visible to its range of stakeholders, generating international interest in the mandate and activities of the initiative, attracting EO-based institutions, governments, businesses, academia, scientists, researchers and potential partners within and beyond Africa, and demonstrating the ultimate benefits to be engendered through the initiative.

Applying the corporate communications model, the Strategy provides an

analytical background to GMES and Africa, which helps to objectively situate the programme within its existing institutional and environmental context, by evaluating its strengths, weaknesses, opportunities and threats. It identifies the key stakeholders, audiences, messages, media platforms and channels, and PR tools and techniques in creating causal linkages between GMES and Africa as an African Union flagship and its potential to contribute to the continent's socio-economic development.

A step-by-step plan illuminating the approach to reputational risk management, plus practical guidelines on branding GMES and Africa have been included in the Strategy to accommodate the corporate needs of the programme. Grounded on key AUC policy blueprints, the Strategy is designed to respond to the functional exigencies of GMES and Africa.



Introduction

GMES and Africa Support Programme is a joint initiative co-funded by the African Union Commission and the European Union. It is an Earth Observation system designed to respond to global needs to manage the environment, understand and mitigate the effects of climate change and ensure civil security. The programme, which was officially launched in November, 2016 in Brazzaville, Republic of Congo, is also a priority under the African Space Policy and Strategy, adopted by the African Union Heads of State and Government. It is user-centric and provides services for the environment and security, as well as information for policy makers, scientists, businesses and the public. Its objectives include:

- Maintaining, improving and sustaining local, institutional, human and technical capacities for accessing and using Earth Observation (EO) data and services for sustainable socioeconomic development,
- Contributing to the implementation of the African Space Policy

and Strategy, in particular on Earth Observation; and

- Providing decision-makers with information and tools needed for the implementation of sustainable socioeconomic development at the continental, regional and national levels.

Unlike its predecessor programmes, GMES and Africa Support Programme will be managed by the African Union Commission and implemented through Calls for Proposals from interested and eligible African institutions. The description of action and framework agreement invoked the need for effective communication, through outreach and advocacy, to facilitate seamless engagement among stakeholders.

Background

The Maputo Declaration of October 2006 provided the necessity for the EU-Africa partnership to confirm the commitment to avail European infrastructure and facilities, under the Copernicus programme to Africa, Caribbean, and Pacific (ACP) countries. This commitment led to the launch of GMES and Africa Support Programme process in Lisbon, Portugal, on 7th December 2007 during the 2nd EU-Africa Summit. In the context of this Lisbon process, the European and African Union Commissions established a Coordination Team tasked to develop an Action Plan for the GMES and Africa Support Programme and an EU-Africa Space Troika to oversee the overall evolution of this initiative. The Action Plan initiated a long-term structured dialogue between Africa and Europe on EO systems to respond to global needs, to manage the environment, understand and mitigate the effects of climate change and ensure civil security by providing information to policy makers, scientists, businesses and the public on a real-time basis. GMES and Africa Support Programme will promote the development of local capacities, institutional, human and technical resources for access to and exploitation of EO-based services on an operational basis for sustainable development in Africa.

Nine thematic chapters were identified and agreed on for the Action Plan: (i) Long term Management of Natural Resources; (ii) Water Resource Management; (iii) Marine & Coastal Areas Management; (iv) Food Security and Rural Development; (v) Climate Variability and Change; (vi) Disaster Risk Reduction; (vii) Health; (viii) Conflict and Political Crisis, and (ix) Infrastructure and Territorial Development. The following cross-cutting areas were also identified: (a) Policy and Institutional framework (b) Infrastructure framework (c) Capacity Development framework (d) Financial issues; and (e) Monitoring and Evaluation.

In order to rollout the implementation of the GMES and Africa Support Programme initiative, three thematic areas were agreed upon and prioritized through consultations with African stakeholders. The two Commissions expeditiously launched an Identification study in the course of 2014 for the formulation of a program based on these three thematic areas, namely, (a) Long-Term Management of Natural Resources, (b) Marine and Coastal Areas, and (c) Water Resources

Management, funded under the Pan African Program. Expert workshops were held for each of these three thematic areas and their respective chapters were developed and consolidated by a validation workshop in 2013 that issued a 'Call for the implementation of GMES and Africa Support Programme.' A Cooperative Arrangement was signed by the two Commissions on the margins of the 4th EU-Africa Summit in Brussels, on 1st April 2014, thereby providing a clear way forward for the programme.

The Identification study resulted in a project formulation report that recommended the implementation of these three thematic areas under two services, namely, Natural and Water Resources; and Marine and Coastal Areas, with 23 applications. These first two services will build upon the achievements of predecessor programmes which include the MESA, AMESD and PUMA projects across Sub-Saharan Africa. Furthermore, GMES and Africa Support Programme will be coordinated with other actions foreseen in the Joint Africa-Europe Strategy (JAES) Road map 2014-2017, aimed at contributing to Climate Change and Environmental Management under Priority 5 of the JAES as agreed by the EU-Africa Summit in 2014. On the other hand, African Member States developed the African Space Policy and Strategy which were adopted by the African Union Heads of State and Government in January 2016, as the first step towards the formalization of an African Outer Space Programme under the AU Agenda 2063 framework, focusing on creating a well-coordinated and integrated African Space Programme and a regulatory environment that promotes and supports an African agenda and ensures that Africa is a responsible user of outer space. This programme will be premised on developing African Space capabilities and coordinating various space activities in the continent in (i) Earth Observation, (ii) Satellite communication, (iii) Navigation and positioning; and (vi) Space Sciences and Astronomy. GMES and Africa will immensely contribute to the African Space Programme, in particular in EO mission and infrastructure, and in addressing cross-cutting areas.

The Role of Communications in Catalysing Sustainable Development in Africa through GMES and Africa



Communications is a key component in the implementation of GMES and Africa Support Programme not only to raise visibility and create awareness, but also to ensure that useful information derived from EO is used to drive policy and decision making at all levels. It is also a means to harnessing available tools for publicity, information sharing and public engagement to enable and drive outreach and advocacy. This extends to the need for effective knowledge management and the dissemination of the products, services and outputs to all stakeholders including policy makers, public sector, scientists, businesses, academia, researchers, civil society and ordinary people.

Under the implementation agreement, the AUC produces awareness and outreach materials and uses the traditional and social media tools and technologies (eg. brand publicity products, broadcast and print media channels, continental bulletins, Twitter, Facebook, etc.), to reach out to stakeholders. The objective is to improve outreach at national level (the directorates in charge of planning), at state level (governors, ministers, members of parliament etc.), Regional level (regional and inter-governmental organizations and institutions, etc.), At the continental level (UN-ECA, UNEP, Specialized Technical Committees, etc.); and for the private sector and the civil society.

In view of the scope, distinctive structures and technical formulation of GMES and Africa Support Programme, a framework for strategic communications is essential to facilitate visibility, engagement, outreach, advocacy and publicity for the initiative. This will also situate communication on the initiative within the broader departmental and institutional context, as well as lay the foundation for seamless interaction and feedback among stakeholders.

Objectives of the Strategy

This four-year Communications Strategy serves the purpose of making GMES and Africa Support Programme visible to its range of stakeholders, generating international interest in the mandate and activities of the initiative, attracting EO-based institutions, governments, businesses, academia, scientists, researchers and potential partners within and beyond Africa, and demonstrating the ultimate benefits engendered by the initiative. It is meant to be a practical guide for the Program Management Unit (PMU) of the initiative, Regional Implementation Centres (RICs), and the African Union Commission to utilize and apply in promoting the principles and ideals upon which GMES and Africa Support Programme was established, in realizing its corporate mandate, and in engaging strategically with stakeholders. It will also be a valuable reference for AU partners, researchers, media organizations and think-tanks seeking to know more about the strategic directions of GMES and Africa Support Programme. More specifically, it has the following objectives:

- Create awareness about the existence, mandate and objectives of the GMES and Africa Support Programme;
- Sustain the support and commitment of stakeholders towards the realization of the goals of GMES and Africa Support Programme;
- Mobilize continental and international participation in the consolidation and strengthening of GMES and Africa Support Programme services;
- Motivate ownership of the GMES and Africa Support Programme project among the broadest spectrum of stakeholders including governments, businesses, communities and the general populace;
- Promote information sharing, consensus building and networking among GMES and Africa Support Programme stakeholders;
- Carve and nurture a corporate identity and values that embody the GMES and Africa Support Programme brand;
- Generate a strategic publicity and outreach model for GMES and Africa Support Programme using the most effective communications tools;
- Formulate a practical work plan for the implementation and monitoring of the GMES and Africa Support Programme Communications and Engagement Strategy.

Methodology

The first ever blueprint articulating GMES and Africa Support Programme's communications and engagement framework, the Strategy is meant to be a policy guide that will keep on evolving, to reflect the requirements, realities and exigencies of the times and circumstances within which the program operates. Fundamentally, it is grounded in the AUC's policy frameworks, especially Agenda 2063, the African Space Strategy and Policy, the African Union Strategic Plan (2014 – 2017), the Science, Technology and Innovation Strategy for Africa (STISA 2024), and the AUC Communications and Marketing Strategy (2014 -2017). The Strategy is underpinned by the African Union's cardinal value of knowledge and information sharing, which elaborates the importance attached to Communication flows in the African Union system and the essence of the overall framework of Communications and information platforms for the various organs and bodies of the AU. Whilst applying the corporate communications model, the Strategy identifies the key stakeholders, audiences,

messages, media platforms and channels, PR tools and techniques in creating causal linkages between GMES and Africa Support Programme's mandate as an African Union flagship and the impact it is capable of creating. This is in concord with the endeavour to address drawbacks in Africa's sustainable development using EO. Various other outreach platforms and channels are identified to enhance GMES and Africa Support Programme PR, plus a crises management guide. The document concludes with a monitoring and evaluation docket, and a year's work plan to implement the strategy is also attached.

The strategy will serve as a guide and the overarching reference for the Regional Implementation Centres (RICs), which may also require dedicated communications strategies according to their own circumstances, objective realities and thematic orientation.



The foregoing account on the background of GMES and Africa Support Programme suggests some key analytical pointers to the Program's strengths, weaknesses, opportunities and threats.

SWOT Analysis

Strengths:

- AU institutional support
- Policy backbone residing in the Africa Space Policy and Strategy
- Existing Earth Observation infrastructure, technologies and assets
- Partnership support from the EU

Weaknesses:

- Fragmented and uncoordinated approach to Earth Observation
- Competing regional and national priority areas
- Limited institutional resources and capacity to drive Earth Observation agenda
- Gaps in public awareness and responsiveness
- Absence of robust Earth Observation regulatory frameworks

Opportunities:

- Collective ownership by virtue of the Pan African brand
- International goodwill
- More active private sector participation
- Potential to contribute to natural resource management, sustainable socio-economic development on the continent
- Significant human resource presence and capabilities

Threats:

- Dependence on external financing of Earth Observation programmes
- Competition from more advanced Earth Observation programmes
- Limitations in enforcing compliance with regional and international regulatory frameworks
- Baggage from failures and perceptions associated with predecessor Earth Observation projects

Table 1: SWOT analysis of the GMES and Africa Support Programme

Target Audiences

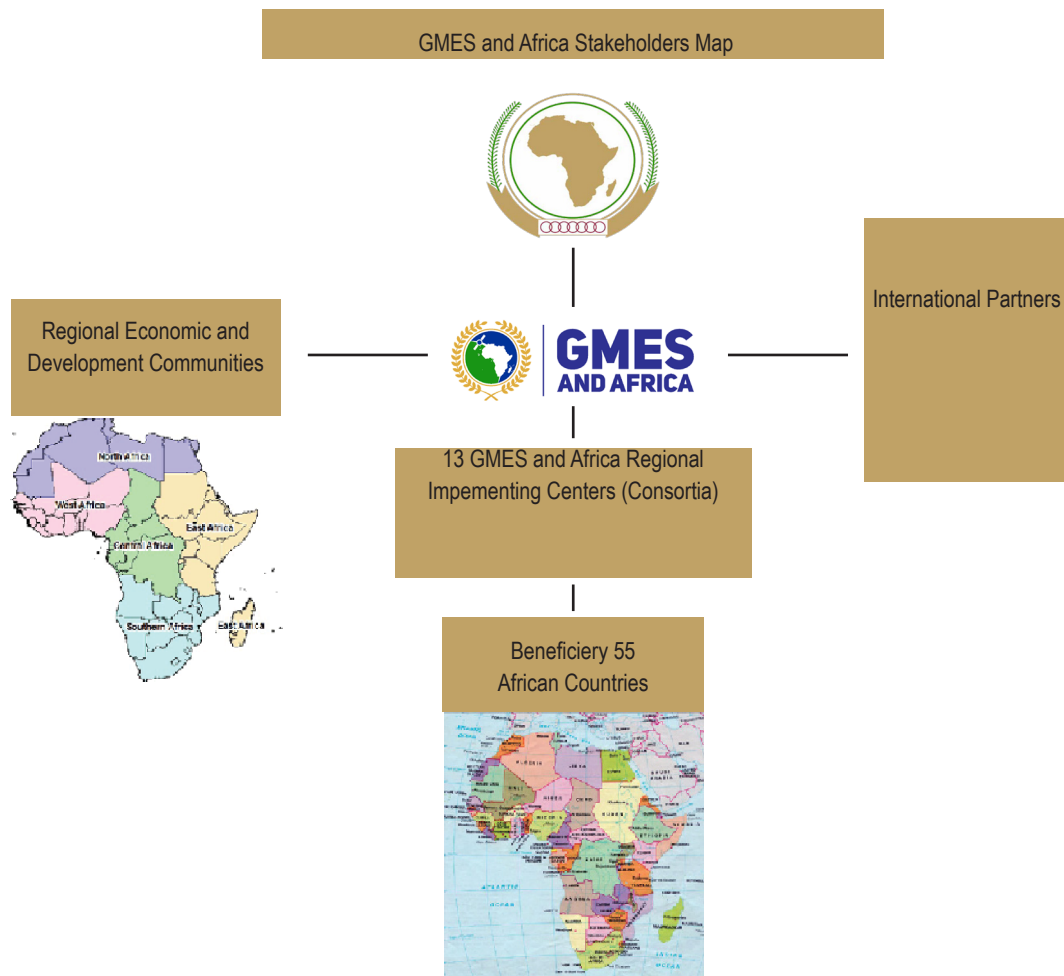


Figure 1: GMES and Africa Stakeholder Mapping



Audience - information needs and preferred channels

Key Audiences and Target Groups	Communication needs and Interests	Communication Channels
African Union Commission	The status of marine and land resources using EO data; GMES and Africa Support Programme activities; benefits to the general public.	Newsletter, Website, Meetings and Reports
African Regional Economic and Development Communities	The status of marine and land resources using EO data; GMES and Africa Support Programme activities; benefits at the regional level.	Newsletters, Website, Social Media, Mass Media
African local governments and national institutions	The involvement of the RECs; their regional policies and priorities; the status of marine and land resources using EO data; GMES and Africa Support Programme activities; benefits at national level.	Newsletters, Website, Social Media, mass media
Businesses/Private Sector	Standardized, high quality and updated EO data; information and project reports.	Newsletters, website, Social Media,
Policy makers	Updated information and decision making tools (maps, early warning, etc.) to address post-disaster situations; the status of marine and land resources using EO data; GMES and Africa Support Programme activities; benefits to Member States.	Reports, Newsletters, Press Release, Website, Social Media, Press Conference
Academic, scientific and research institutions	How EO serves for the monitoring of marine and land resources; receiving training materials, EO data and products.	Reports, Newsletters, Press Release, Website, Social Media, Press Conference
Journalists, Communicators and media organizations	Regular news and information updates; the status of marine and land resources using EO data; GMES and Africa Support Programme activities, benefits to the people.	Newsletters, Press Release, Website, Social Media, Press conference
Civil Society, Non-Governmental and Community-Based Organizations (NGOs & CBOs)	Regular news and information updates; the status of marine and land resources using EO data; GMES and Africa Support Programme activities, benefits to the people.	Newsletters, Press Release, Website, Social Media, Press conference
International partners	Progress of GMES and Africa Support Programme; its activities and concrete results	Reports, Newsletters, Press Release, Website, Social Media, Press Conference

Table 2: Target audiences, information needs and preferred channels



Audience-Specific objectives

African Union:

- Maintain the backing of AUC management in policy formulation, alignment and implementation for GMES and Africa Support Programme
- Strengthen the support and collaboration of AUC management and staff in the daily operations of the programme
- Bolster the support and assistance of the AU system in information gathering, information sharing and dissemination as well as networking and outreach among GMES and Africa Support Programme stakeholders
- Sustain the support of African institutions in mobilizing thematic and local stakeholders towards GMES and Africa Support Programme
- Ensure the collaboration of African Union institutions in data and information gathering and sharing among GMES and Africa Support Programme stakeholders

55 African governments:

- Inspire African governments' support and goodwill towards the foundational goals and mandate of GMES and Africa Support Programme
- Through advocacy and engagement, augment the support and goodwill of the Permanent Representatives Committee (PRC), Specialized Technical Committees (STCs), and Summit of the AU towards GMES and Africa Support Programme
- Raise the awareness of African governments about GMES and Africa Support Programme to guarantee their support and collaboration in the implementation and operations of RICs and other GMES services at the regional and national levels
- Commit AU Member States to supporting funding initiatives geared towards the GMES and Africa Support Programme
- Assure the cooperation of national institutions in data collection and sharing as well as capacity building initiatives for GMES outreach and advocacy

Regional Economic & Development Communities (RECs):

- Enlist RECs support in motivating ownership of GMES and Africa Support Programme, Regional Implementation Centres (RICs)
- Spur the collaboration of RECs in providing decision-makers with information and tools needed for the implementation of sustainable environmental policies at the continental, regional and national levels

General Public:

- Raise awareness of the general public about GMES and Africa Support Programme
- Inspire a sense of ownership of GMES and Africa Support Programme to the African public

Businesses/Private Sector:

- Attract businesses and Private sector to partner with GMES in various areas and retain their active involvement in evaluating and providing feedback on the performance and impact of GMES and Africa Support Programme

International Partners:

- Make EU/EC visible in GMES and Africa Support Programme communication
- Keep EC well informed about the implementation of GMES and Africa Support Programme
- Ensure transparency about the management of GMES and Africa Support Programme
- Maintain consistency and coherence in priorities concerning GMES and Africa Support Programme implementation
- Maintain active collaboration in data and information sharing

Policy makers:

- Ensure the cooperation of policy makers in data collection and sharing as well as capacity building initiatives for GMES
- Commit policy makers to constructive decisions favourable for the implementation of GMES and Africa Support Programme
- Ensure that policy makers are actively involved in the monitoring and evaluation and providing feedback on the performance and impact of GMES and Africa Support Programme

Academic, Scientific and research institutions:

- Attract academic, scientific and research institutions in formulating a framework for training and implementing training programs for GMES and Africa Support Programme
- Bolster the collaboration of academic, scientific and research institutions in data collection and sharing as well as in capacity building initiatives for GMES
- Ensure the establishment of a cooperation and networking framework for GMES and Africa Support Programme within academia

Journalists, Communicators and media outlets:

- Attract the attention of Journalists, Communicators and media outlets to GMES and Africa Support Programme and entreat their support in making the project visible
- Ensure that information on GMES and Africa Support Programme is disseminated by the media
- Ensure that GMES and Africa Support Programme events are covered by the media
- Involve journalists and the media in GMES outreach and advocacy work

Civil Society, NGOs and CBOs:

- Create an understanding of GMES and Africa Support Programme objectives and mandate among civil society, NGOs and CBOs
- Mobilize the support of Civil Society, NGOs and CBOs in mobilizing communities and target groups
- Foster collaboration of Civil Society, NGOs and CBOs in training and information sharing

Table 3: Specific objectives for each target groups

Key Messages of GMES and Africa

Whilst each of the audience blocks has its own distinct interests and stakes in their association with the project, they also share some motivations which translate into common messages.

The target messages translate into active messages that blend into the GMES and Africa Support Programme brand and identity, and are disseminated in piecemeal to the respective target groups. The messages will be embedded through various platforms, in GMES and Africa Support Programme correspondence, media releases, and policy statements. They are to be explicitly featured in the project's publications, brand memorabilia and paraphernalia. Overtime, messages will be fine-tuned or altered in response to the changing dynamics of the relationship between the organization and its stakeholders. Each message has to be matched by an implicit request which is intended to trigger a positive response from the audience. Below are key messages underpinning the GMES and Africa Support Programme.



Earth Observation applications for monitoring pasture



Communications Tools and Channels

Mainstream Media

Mainstream media continue to serve as vital channels for outreach, advocacy, Public Relation and information dissemination across a broad spectrum of audiences across the world. GMES and Africa Support Programme will make use mainstream media outlets among African

audiences especially, to popularize the program, its mandate, services and products. The table below illustrates the range of mainstream media and the benefits in their choice by GMES and Africa Support Programme.

Medium	Benefits
Television (including and webcasting)	<ul style="list-style-type: none"> • Strong impact on audience • Visual illustration of EO images • Power of proof and persuasion • Comparatively cheap • Less time in information packaging • Spontaneous
Radio (including podcasts)	<ul style="list-style-type: none"> • Strong brand carrier • Intellectual and scholastic • Comparatively cheap
Print (Newsletter, Newspaper, Magazine, Journal)	<ul style="list-style-type: none"> • Strong brand carrier • Intellectual and scholastic • Comparatively cheap
Websites	<ul style="list-style-type: none"> • Extensive capacity for data and information sharing and storage • Strong brand carrier • Opportunity for monitoring and feedback



Social Media for GMES and Africa

Social media are vital in corporate marketing, advocacy and outreach, and the internet is flocked by a plethora of social media sites cut out for a variety of communicative agendas. For GMES and Africa Support Programme Support Programme, social media will be a tool to reach out, mobilize stakeholders, share information and nurture a sense of community. It is an avenue to understand the viewpoints, experiences

and expectations of stakeholders. Such interactive engagement will be useful in GMES and Africa Support Programme's processes of strategizing. Below is an outline of the various objectives of utilizing some of the most current and active social media platforms for GMES and Africa Support Programme.

Communication Objective	Social Media Platform
To foster a spirit of community among EO operatives and end users	• Facebook and Twitter
To disseminate corporate information on GMES and Africa Support Programme	• Blogs
To embark on surveys and gather feedback on new initiatives and developments.	• Polls on Facebook Survey Monkey
To send instant alerts on GMES and Africa Support Programme activities and events	• Twitter, Meetup, Upcoming
To express the success of a dedicated GMES and Africa Support Programme campaign	• YouTube; Flickr; Pinterest; • Facebook
To share a collection of photos with friends with stakeholders and audiences	• MySpace; Flickr
To scout for experts, researchers and consultants	• LinkedIn

Table 5: Possible social media platforms for GMES and Africa Support Programme

Key Communications Activities

Below is a list of key communications activities for the GMES and Africa Support Programme and the table specifies the tools, platforms, completion measures as well as benefits and evaluation channels for the activities.

- Production of publicity materials (paraphernalia and memorabilia)
- Audio-visual publicity (corporate clips, mini-documentary).
- Press conferences and interviews (live streaming, radio & TV programs, press releases)
- Print publication (newsletter, articles, science journals)
- Web publication (websites, social media)
- Dedicated PR/outreach activities and events (open days, workshops, conferences, summits, dialogue forums, speeches, complementary messages)
- Social media campaign



Communications Matrix

No.	Main activity	Communication tools and Platforms	Completion measures	Benefits	Indicators of achievement
1	Production of publicity materials	Paraphernalia & Memorabilia including (Brochures, Flyers, Banners, stationery, etc.)	Produce branded GMES and Africa Support Programme paraphernalia and memorabilia for distribution during GMES and Africa Support Programme's related events	Brand products popularize GMES and Africa Support Programme as an institutional force to reckon with, and stimulate common affection for the project among stakeholders	Availability of products during major GMES and Africa, AU and EU events -Technical feedback from AU Communications -Feedback from beneficiaries
2	Audio-visual publicity	Corporate clip and mini documentary	Produce corporate promotional clip and mini documentary on GMES and Africa Support Programme for viewing and distribution during GMES and Africa Support Programme related events	The corporate clip and mini documentary will introduce stakeholders to GMES and Africa Support Programme, with images of real people, issues and structures associated with the project	Availability of product during major GMES and Africa, AU and EU events -Technical feedback from AUC Communications -Feedback from other stakeholders

3	Advertisement	GMES and Africa Support Programme Call for proposals	Disseminate GMES and Africa Support Programme Calls for proposals using various media	The Call is a silent marketing tool that ignites the interest of companies and individuals in GMES. It shows the impact the project is capable of generating	-Presence of Calls in key AUC media channels -Number of applications received
4	Print publication	Newsletter, articles, press releases	Produce and publish an annual GMES and Africa Support Programme Newsletter -Prepare and publish GMES and Africa Support Programme press releases when necessary	-The Newsletter will represent a strong brand entity, and will be an outlet for information sharing and intellectual exercise. It will be a good resource for archiving and research on GMES -Articles and press releases by the PMU and other functionaries associated with GMES will provide technical insight into the project	-Regular and timely availability of Newsletter and press releases -Technical feedback from AUC Communications -Feedback from the audience
5	Web publication	Websites, social media, science journals	Publish news and articles on GMES and Africa Support Programme on websites and science journals -Use social media platforms, e.g., facebook and twitter to disseminate information about GMES and Africa Support Programme	Websites will provide exclusive corporate and thematic information on GMES and Africa Support Programme -Social media will serve a channel of disseminating news and information, and mirror the spontaneous experience and opinions of the vast spectrum of GMES stakeholders	-Frequency of GMES related information on the web -Audience feedback on GMES and Africa Support Programme social media platforms
6	Media interviews and Press Conferences	Live streaming, radio & TV interviews	Organize live and recorded media interviews and press conference on the web, radio and TV for AU and PMU officials on GMES related subjects	Organize live and recorded media interviews and press conference on the web, radio and TV for AU and PMU officials on GMES related subjects	Frequency of AUC and PMU appearance on the media talking about GMES -Number and scope of media outlets publishing GMES and Africa Support Programme interviews
7	Events	Open days, workshops, conferences, summits, forums, launching	Organize workshops, conferences, forums and launching to engage key stakeholders on GMES and create visibility for the project -Use AU, REC and EC summits and meetings to create visibility for GMES	Events in Africa are interactive and provide an avenue for networking and consultation	Number and scope of media outlets publicizing GMES and Africa Support Programme events -Presence of GMES and Africa Support Programme paraphernalia at major events of AU, REC, EC, etc.
8	Dedicated PR	Speeches, complimentary messages	-Prepare policy speeches earmarked for special events -Prepare special complimentary messages for GMES stakeholders during special events and celebrations	Good speeches enhance the project's corporate image and reputation, and trigger the confidence of both the speakers and their audience -As a mark of goodwill and appreciation in Africa, complimentary messages nurture trust, confidence and appreciation for the project	PR quality of speeches delivered by GMES and Africa Support Programme officials

Table 6: GMES and Africa Support Programme Communications Matrix

GMES and Africa, like other programs is prone bound to face reputation risk of different sorts, and a corporate approach or plan must be in place to deal with such reputation risk, if and when they arise. The basic first antidote is to prevent their occurrence, by being meticulous in delivering on the program's mandate, and in addressing the evolving needs and aspirations of its stakeholders. However, because the program will continue to live with some weaknesses and threats, it must be anticipated situations could emerge capable of sparking or provoking a crisis situation. Below:

- Financial scandals, emanating from Grants management and procurement processes
- Corporate and administrative scandals emanating from issues around equity, compliance, and recruitment
- Ethical scandals emanating from employee behaviours
- Industrial accidents and natural disasters at the Regional Implementation Centres
- Violent or criminal activity by or against staff

Common Approach and Position

The main objective of communicating in reputation risk is to demonstrate that there is normalcy, that the situation is under control, and to maintain the support of stakeholders. When a crisis erupts, there is need for a common approach from within, prescribing the way to react and deal with the situation publicly. The typical GMES and Africa approach to a crisis situation would follow the process below:

An urgent team meeting should be arranged to provide a timely response to the crisis. The team must first agree that the situation requires an official reaction before stipulating any line of action, to avert the possibility of blowing an otherwise minor issue into a real reputation risk. At the meeting, officials must be identified who will speak to the media/public or provide information about the situation on behalf of GMES and Africa. It is preferred that this duty be confined to management – by virtue of their over arching responsibilities and the credence their intervention is going to have; and to Communications officials – because of their specialized training and/or experience in dealing with public information. All other officials unauthorized to speak

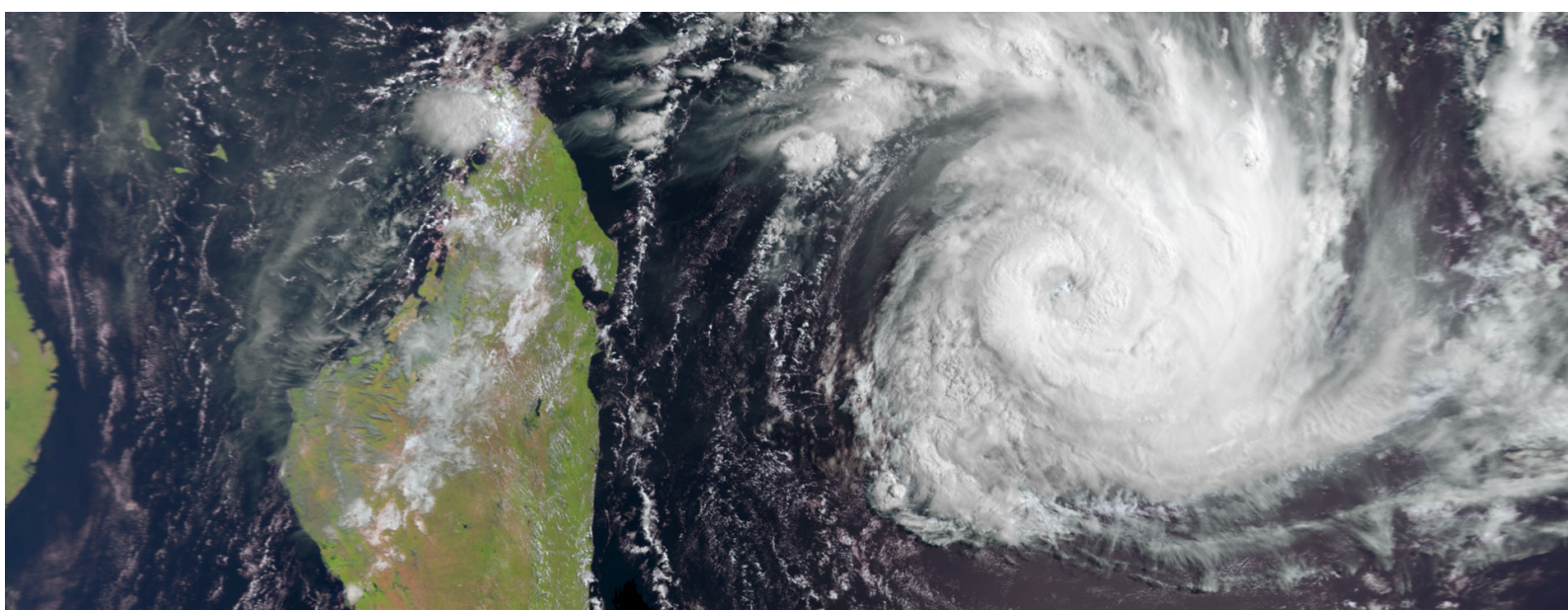
officially about the matter need to obtain permission before doing so.

Communication in general is supposed to be ethical, and communication during crisis must be especially guided by the ethos of honesty, responsibility and good faith. In this context, GMES and Africa will develop and dispatch simple, short and precise messages that represent its official reaction. The messages should be embedded with the following:

- **Compassion** – to express understanding of why and how the aggrieved party or the victims are dissatisfied. The message should be devoid of sentiments of anger, outrage, vengeance, frustration or despair.
- **Perspective** – to provide the general context and circumstances in which the problems, or perceived problems, have occurred, whilst clearly stating the normative official position.
- **Action** – to explain what steps GMES and Africa is taking to handle the situation, and assure the stakeholders that it is capable of dealing with the crisis. This has to allay concerns that the situation might get worse or out of control.
- **Openness** – to indicate GMES and Africa's candour about the facts and willingness to positively engage all concerned with a view to resolving the matter. The media must also be assured that avenues are open for information sharing about continuing developments regarding the issue.

The Role of Supporters and Advocates During reputation risk

A GMES and Africa approach dealing with reputation risk will also be characterized by exclusivity where all affected parties are represented in a working group or team that will be established to collectively resolve the matter. This is an important way of maintaining confidence of the parties and of other stakeholders. Public opinion during crisis is best gauged through social media, and this will be a time when the communications and management team will monitor social media actively for public comments and feedback on the reputation risk.



Mechanisms for feedback on the Strategy

- Peer reviews – at least 1 for each service of the GMES and Africa Support Programme
- Structured Surveys – at least 5 survey reports
- Questionnaires – after each major event
- Meetings and workshop feedback, Logbook on exhibitions in which GMES and Africa Support Programme takes part
- Forum on the Website and feedback on social media
- Feedback on the blog site



Internal Communications

GMES and Africa shall remain alive to the need for seamless internal communication flows between and among staff, to promote efficient delivery and maximal impact in the execution of the programme's mandate. This will be based on the two main methods of interpersonal communications among groups and between individuals in an official setting:

- Verbal Communication
- Written Communication

The following shall the principles of internal communication within the

GMES and Africa team:

- Immediacy
- Responsiveness
- Feedback
- Action

Tactfulness and consistency are values to be upheld in GMES and Africa's internal communication. Table 8 describes the detailed internal communication matrix.

Internal Communications Matrix

No.	Information	Purpose	Audience	Developer	Sender	Frequency	Channel
1	Work Plan	To propose details of work plan for the PMU and various staff	PMU, Coordinator TAT	Individual staff Coordinator TAT leader	Individual staff Coordinator TAT leader	Quarterly	Email, Print copy Meetings
2	Media Advisories	To invite media to GMES and Africa events	Media	Communications Officer	Communications Officer	As per event	Email, Website, Social Media, Media Network
3	Internal memos	To dispatch formal official information to staff	PMU, HRST, AUC	Coordinator	Coordinator Admin Assistant	When necessary	Email Print copy
4	Event Information Notes	To provide detailed information on upcoming events	PMU, AUC	Admin Assistant	Admin Assistant	Before every event	Email, print copy
5	Mission Plan	To produce a list of quarterly planned missions	PMU, HRST, AUC	Coordinator Admin Assistant	Coordinator Admin Assistant	Quarterly	Email, Print copy Meetings
6	Mission reports	To provide feedback on mission outcomes	PMU, HRST, AUC	Individual staff	Individual staff	After mission	Email, Print copy Meetings, Website
7	Meeting requests	To request/ notify staff to attend an internal meeting	PMU	Coordinator Admin Assistant	Coordinator Admin Assistant	When necessary	Email, Word of mouth, Telephone
8	Meeting Reports	To disseminate key decisions and outcomes of meetings	PMU, HRST, AUC	Comm. Officer	Comm. Officer	When necessary	Email, Print copy Website
9	Activity reports	To disseminate key decisions and outcomes of other official activities	PMU, HRST, AUC	Individual staff PMU, RICs	Individual staff Coordinator, RICs	When necessary	Email, Print copy Website, Newsletter
10	Policy and strategic documents	To disseminate strategic and policy documents	PMU, HRST, RICs	PMU, HRST, RICs	Coordinator	When necessary	Email, Print copy Website, Newsletter
11	Operational instructions	To give instructions to staff pertaining to service related matters	PMU,	Coordinator TAT leader	Coordinator TAT leader	When necessary	Email, Memo Telephone, Word of mouth, Meeting
12	Events Calendar	To notify staff and Partners of important events	PMU, HRST, AUC, EC	Comm. Officer Coordinator	Comm. Officer Coordinator	Quarterly	Website, Email Print copy
13	Requests for approval	To seek approval for service related requests	PMU, HRST, AUC	Coordinator Relevant staff	Admin Assistant	When necessary	Email Print copy

14	Policy Speeches	to provide in writing the official position and messages from GMES and Africa regarding particular events and issues	various stakeholders and audiences	Communications Officer	Communications Officer	Before events	Email
15	Corporate GMES and Africa information	To disseminate corporate information about program	PMU,HRST, AUC,RICs	Coordinator Comm. Officer	Coordinator Comm. Officer	When necessary	Email, Website, Newsletter, Print copy, Email
16	Press releases	To disseminate press statements on key events and developments	PMU,HRST AUC,RICs	Comm. Officer	Comm. Officer	When necessary	Email, Website Newsletter, Print copy
17	Event news	To disseminate information about upcoming/past events and other major happenings	PMU, HRST,AUC	Coordinator Comm. Officer Admin Assistant	Coordinator Comm. Officer Admin Assistant	When necessary	Email, Print copy Telephone
18	Complimentary Messages	To issue goodwill and complimentary messages to staff on important occasions or milestones	PMU, HRST, AUC	Coordinator Comm. Officer Admin Assistant	Coordinator Comm. Officer Admin Assistant	When necessary	Email, Print copy Telephone

Table 8: GMES and Africa Support Programme internal communications matrix



GMES and Africa Support Programme Graphic Charter

GMES and Africa Support Programme has a logo as a visual identity. Following GMES and Africa Support Programme has been selected by panel of experts. It is also important to create a graphic identity across all communication outputs.



Colour codes of the GMES and Africa Support Programme logo

Blue: Text GMES and Africa Support Programme R=46 G=49 B=146

Blue inside the logo R= 0 G= 51 B= 153

Green inside logo= R= 24 G= 149 B= 20

Yellow R=225 G= 173 B= 61

Figure 2: GMES and Africa Support Programme Official logo and color codes



- The satellite symbolizes earth observation and data collection
- The Africa map represents the continent's involvement in initiating the need for African countries to access and use Earth Observation data for an integrated, prosperous and peaceful Africa
- The circle symbolizes the earth as a globe
- Blue stands for the sky, sea and the European Union
- Green stands for the African Union
- Laurel wreaths symbolize what Africa will achieve from this initiative
- The DIN font symbolizes stability, objectivity and cleanliness

Figure 3: GMES and Africa Support Programme Official logo description

- All visibility materials should contain the AUC, GMES& Africa Support Programme, and EU Commission Logos
- GMES and Africa Support Programme logo is a “corporate image” which will be used in all visibility activities
- The EU should be acknowledged through its logos on print materials
- Before publication, all visibility and communication materials should be validated and approved by the GMES and Africa Coordinator and Communication Officer respectively.
- Information contained in GMES and Africa products must be accurate
- The GMES and Africa Support Programme will have a dedicated Website that links all pillars of the programme, 13 Consortia and key partners
- The GMES and Africa Support Programme Website and social media platforms should be kept up-to-date and operational as frequently as possible.
- All visibility events should as much as possible, be preceded by a concept note, outlining the key activities and what they are intended to achieve.
- The following logos and their proper placement are mandatory in all communication and visibility activities including Newsletters, Press Releases, Banners and other communication and visibility materials (Figure below):



GMES and Africa logo at the top (center, with larger font); AUC bottom left, and EU Commission bottom right (both of the same size and on the same horizontal line).



Figure 4: Mandatory placement of logos in publication

Regional Economic Communities's, Regional Implementing Centres (Consortia), Copernicus, EUMETSAT and JRC logos can also be placed in alphabetical order, following the branding guideline of the African Union Commission.



Figure 5: Logos of implementing Centers



Figure 6: Logos of partner European Institutions



**GMES
AND AFRICA**



Figure 7: Logos appear in Mailchimp campaign

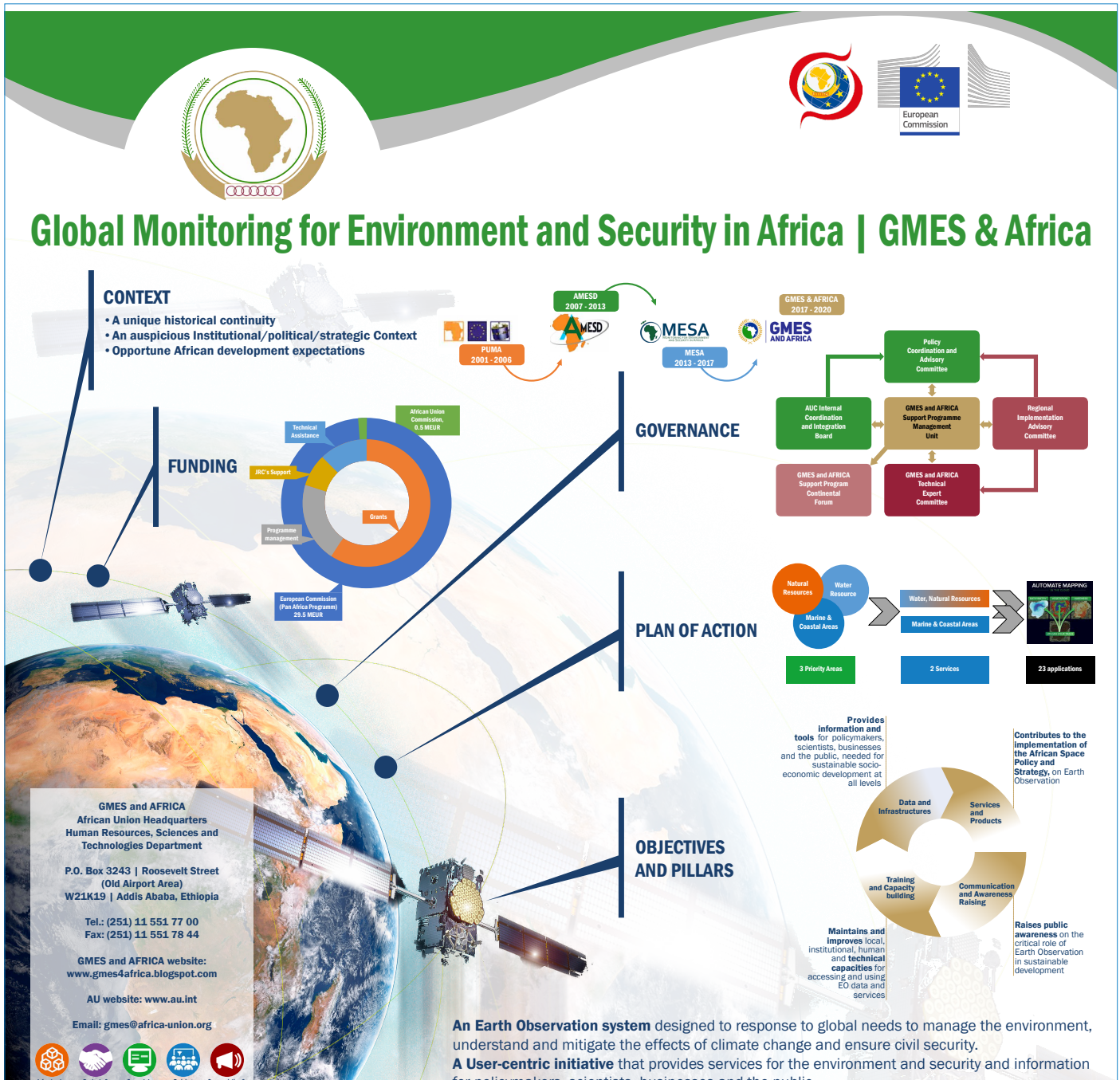


Figure 13: Sample GMES and Africa Support Programme, poster, banner



Figure 9: Certificate Template



**GMES
AND AFRICA**

Global Monitoring for Environment
and Security, and Africa
(GMES & Africa)



Earth Observation for The Africa We Want



Figure 10: Cover page of Document folder of GMES and Africa Support Programme



**GMES
AND AFRICA**



Ref 002.2017

Press Release

AUC Awards Thirteen Consortia of Institutions to Implement the GMES and Africa Support Programme

Abidjan, Cote d'Ivoire, 28 November 2017. The African Union Commission (AUC) officially awards grants to thirteen successful consortia of institutions that will serve as Regional Implementing Centres for the Global Monitoring for Environment and Security and Africa (GMES and Africa) Support Programme. The award ceremony holds on the margins of the 5th AU-EU Summit in Abidjan, Cote d'Ivoire.

Following a Call for Proposals in May 2017, a number of African institutions operating in the areas of water, natural resources, marine and coastal areas, applied for the GMES and Africa Support Programme Grants co-financed by the European Commission. To evaluate the applications and select the most suitable consortia of institutions that submitted proposals, the African Union Commission instituted an independent committee supported by a team of assessors comprising African experts. One of the objectives of the process was to ensure equal representation of all of Africa's five regions.

Thirteen consortia of institutions were finally selected and the award marks the official announcement of their selection. At the award ceremony, the Commissioner for Human Resources, Science and Technology at the African Union Commission, Professor Sarah Anyang Agbor, felicitated the successful institutions on their selection which she said was based on their experience and proven capacities. She implored them to deliver the goods, and promised the African Union Commission's unflinching support in conjunction with its standards and procedures on grant management.

GMES and Africa is a 30 million Euro joint programme of the African and European Unions, designed to respond to global needs to manage the environment, mitigate climate change and ensure civil security. It is to enable the implementation of the African Space Policy and Strategy, formulated to harness the continent's capabilities in utilizing space science and technology for economic growth and sustainable development. In the implementation agreement, the African Union Commission is the 'delegated authority' responsible for the management of the programme.

Region	Lead of Consortia	Services
Central Africa	AGEOSS	Marine and coastal areas
	CICOS	water and natural resources
East Africa	ICPAC	Marine and coastal areas
	RCMRD	water and natural resources
	MOI	Marine and coastal areas
North Africa	NARSS	Marine and coastal areas
	OSS	Water and natural resources
Southern Africa	CSIR	Marine and coastal areas
	SADC-GSC	Water and natural resources
	SASSCAL	
West Africa	CSE-Senegal	Water and natural resources
	University of Ghana	Marine and coastal areas
	CSSTE-Obafemi	Water and natural resources

Page 1 of 2

Figure 12: Layout & Sample Press Release for GMES and Africa Support Programme

About GMES and AFRICA

The Programme is designed to address the growing needs of African countries to access and use Earth Observation (EO) data for the implementation of sustainable development policies on the continent. It uses Earth Observation and space technologies to generate information and services for sustainable development of African people and sustainable environmental management on land and marine resources.

Indeed, GMES & Africa Programme aimed at improving African policy-makers' and planners' capacities to design, implement, and monitor national, regional and continental policies and to promote sustainable management of natural resources through the use of Earth Observation data and derived information.

GMES and Africa is a successor Programme of the Monitoring for Environment and Security in Africa (MESA). GMES & Africa introduced several key innovations: For the first time, with the inclusion of the north African countries, the Programme is pan African. It is totally managed by the African Union Commission, through the Human Resource, Science and Technology (HRST) Department. It will promote the broadcast of Sentinel data (Copernicus Programme). It engages the African private sector and national and regional academia.

For more information

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GMES AND AFRICA



**GMES
AND AFRICA**

Earth Observation for the Africa We Want!



Media Advisory

WHAT Logo unveiling, award ceremony and capacity building for the GMES & Africa Support Programme

WHERE Abidjan

WHEN 28 November 2017

WHO **Opening**

- Keynote address by Prof. Abdoulaye Dia, Executive secretary and CEO Pan African Agency of the Great Green Wall
- Welcome Remarks by H.E. Mr. Marcel Alain de Souza, Secretary General of the ECOWAS region
- Remarks by H.E. Mr. Isidor Embola, CEMAC, current PSC Chair
- Remarks by H.E. Ambassador, Joaquin GONZALEZ-DUCAY Head of EU Delegation to the Government of the Republic of Senegal
- Statement by H.E. Mrs Josefa Leonel Correia SACKO, Commissioner for Rural Economy and Agriculture of the African Union Commission
- Statement by H.E. Mr. Abdoulaye Balde, Minister of the Environment and Sustainable Development and H.E. Mr. Oumar Gueye; Minister of Fisheries and Maritime Economy of the Government of the Republic of Senegal

Press Conference Speakers

- H.E. Mrs. Josefa Leonel Correia SACKO, Commissioner for Rural Economy and Agriculture of the African Union Commission
- H.E. Mr. Oumar Gueye; Minister of Fisheries and Maritime Economy of the Government of the Republic of Senegal
- H.E. Mr. Abdoulaye Balde, Minister of the Environment and Sustainable Development of the Government of the Republic of Senegal
- H.E. Mr. Marcel Alain de Souza, President of the ECOWAS,
- H.E. Ambassador, Joaquin GONZALEZ-DUCAY Head of EU Delegation to the Government of the Republic of Senegal

More than 200 international delegates composed of decision and policy makers, planners, earth observation data users and experts from 49 beneficiary countries of MESA Project, other stakeholders and partner institutions are expected to attend the second MESA Forum.

WHY The objectives of the 2nd MESA Forum ,among others include, to:

- Show case achievements of the MESA Project,
- Demonstrate how MESA services has influenced policy and decision making, policy development, and policy implementations at national, regional and continental levels in Africa.
- Discuss how stories of successes in MESA will be enhanced in the Global Monitoring for Environment and Security (GMES & Africa Project) and other related programs in Africa.
- Share best practices of the uses of satellite data for different applications at national, regional and continental scales in Africa
- Contributions of MESA to livelihoods of community development
- Enhance Africa's capacity to access Earth Observation data and applications.

Figure 14 Sample Media Advisory of GMES and Africa Support Programme

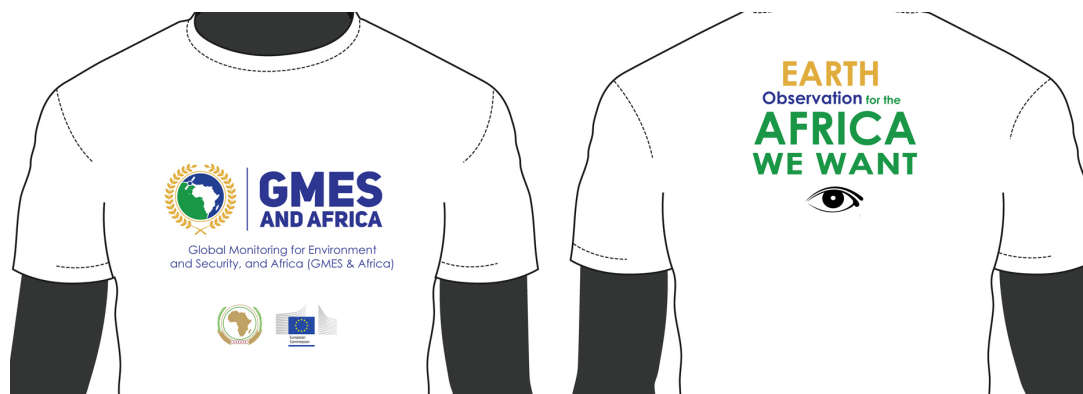


Figure 11: Sample Visibility materials in GMES and Africa Support Programme

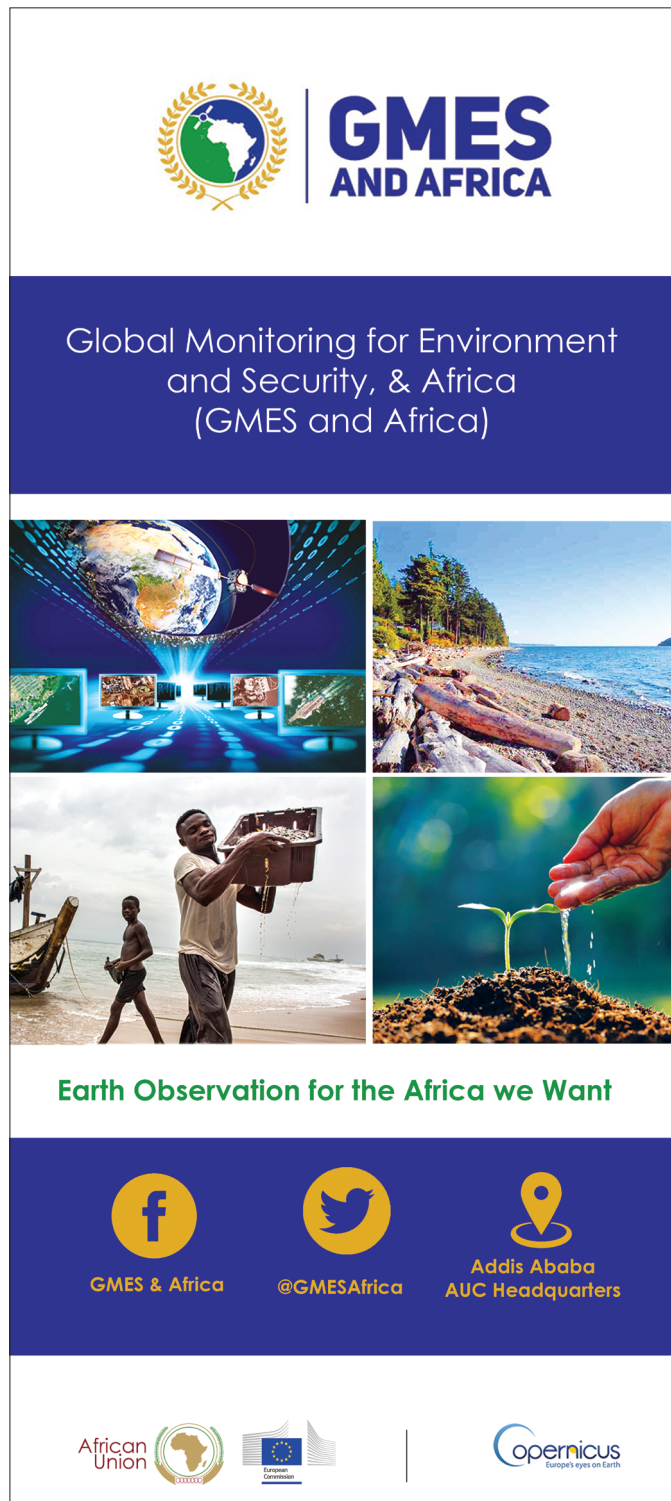


Figure 8: Roll up banner

ANNEX I

Communications action plan

Table below itemizes in detail the various communications activities planned for GMES and Africa Support Programme for the duration of the programme. It outlines the target audience for each activity, communication channels, the output, time line and officials responsible for the activities.

No.	Activities	Target audience	Channel	Output	Time line	Person (s) responsible
1.	Creation of dedicated email account	Academics, scientists, researchers, businesses and other potential applicants	AUC web portal	Centralize and support application management	1 st year	PMU
2.	Creation of social media platforms	Academics, scientists, researchers, businesses and other potential applicants	Facebook, Twitter, Google+, Youtube	Facilitate outreach, advocacy and information sharing	1 st , 2 nd year	PMU
3	Design & Launching of GMES&Africa Logo	All stakeholders	Website, event, online media platforms of the GMES&Africa	Official Logo serves as the graphic identity of the Programme	1 st year	PMU HRST
4.	Publicizing and disseminating the Call	Academics, scientists, researchers, businesses and other potential applicants	Websites, social media, intra net, email	Attract the widest number potential applicants	1 st year	PMU Communications
5.	Information session with potential applicants	All potential applicants	Various locations in the 5 regions of Africa	Sensitize potential applicants about the GMES procedures	1 st , 2 nd , 3 rd year	PMU HRST
6.	Official Launching of the Call	Academics, scientists, researchers, businesses and other potential applicants	AUC and other websites, social media, intra net, email	Raise awareness and inform potential applicants about the Call	1 st year	AUC, PMU
7.	GMES and Africa grants award	13 Consortia	Website, event, online media platforms	Officially awarded Consortia	1 st year	PMU HRST
8.	Publication of press releases	Media, policy makers, governments, academics, scientists, researchers, businesses, civil society	AUC and other websites, intra net, FM radio, email	Publicize GMES activities and disseminate important information about the project	1 st , 2 nd , 3 rd year	PMU Communications
9.	Production of Publicity materials	All stakeholders	Brochures, banners, stationery, memorabilia, etc.	Familiarize stakeholders with the project, and publicize its brand	1 st , 2 nd , 3 rd year	PMU Communications through AUC Procurement Unit
10.	Media Interviews	All stakeholders	Print and broadcast media, live	Highlight and drive key information about GMES and Africa Support Programme	1 st , 2 nd , 3 rd year	PMU Communications, PMU Coordinator, HRST management
11	Press Conferences	Media, policy makers	Print and broadcast media, live	Highlight and distil vital information about information GMES and its activities	1 st , 2 nd , 3 rd year	AUC
12	GMES and Africa Support Programme internal Events	Various stakeholders (depending on the event)	Workshops, seminars, consultative forums, training programs, etc.	Mobilize and engage stakeholders in consultation and information sharing	1 st , 2 nd , 3 rd year	AUC

113	Creation of Website & Web/online publication	All stakeholders	Project website	Reach out to a broad spectrum of stakeholders	1 st , 2 nd , 3 rd year	AUC
14.	Creation of G&A Communications working group	13 Consortia	GMES and Africa Communication workshop	Operational working Group	2 nd year	PMU Communications
15	Develop a joint communications work plan with Consortia	Communication Working Group	Workshop and virtual meetings	Joint communications work plan	2 nd year	PMU Communications
16	Organize 1st Forum of the GMES and Africa	All stakeholders	Forum	Raised awareness	2 nd year	PMU Communications
17	Side event during AU Summit (Symposium)	Policy makers	AU Summit	Engage, inform and elicit feedback from policy makers in Africa	1 st , 2 nd , 3 rd year	AUC
18	Production of Newsletter	Policy makers, scientists, researchers, academics and businesses	Articles, commentary, features, advertisement	Popularize GMES and Africa Support Programme and create an avenue for information sharing and intellectual exercise	1 st , 2 nd , 3 rd year	AUC
19	Side event during Africa-EU Summit (Exhibition)	Policy makers, scientists, researchers, academics and businesses	Africa-EU Summit	Heighten GMES and Africa Support Programme visibility among African and European Policy makers, scientists, researchers, academics and businesses	1 st , 2 nd , 3 rd year	AUC
20	Preparation of policy speeches	Various event audiences	Various events and forums	Share key messages, enhance the corporate image of the project	1 st , 2 nd , 3 rd year	AUC
21	Publishing of media articles	Policy makers, scientists, researchers, academics, businesses, media	Websites, newspapers, magazines	Reach out to various categories of stakeholders, publicize and provide an insight into the project	1 st , 2 nd , 3 rd year	AUC
22	Organize information day with AUC & Embassy Communicators	Academics, researchers, scientists, media	Universities, research and scientific institutions	Create an avenue to showcase GMES and Africa Support Programme services and products	1 st , 2 nd , 3 rd year	AUC
23	Production of corporate clip	AU, EC, RECs, RICs, governments, policy makers, businesses, scientists, researchers, academics, media	Audio-visual devices	Summarized presentation of the project to high level officials and stakeholders	1 st , 2 nd , 3 rd year	AUC
24	Complimentary messages	AUC, EC, academic, scientific and research institutions, media	Email, cards, SMS, websites, social media	Demonstrate GMES and Africa Support Programme goodwill and inspire stakeholders	1 st , 2 nd , 3 rd year	AUC

Table 7: GMES and Africa Support Programme Communications action plan

References

Reference Document (RD) #	Document
RD1	Description of Action, GMES and Africa Support Programme
RD2	African Space Policy
RD3	GMES and Africa Support Programme Project Management Plan
RD4	Communication and Visibility Strategy of the MESA Project
RD5	AUC Communications and Marketing Strategy
RD6	Agenda 2063
RD7	AUC Strategic Plan
RD8	Science, Technology and Inoovation Strategy for Africa (STISA-2024)



GMES AND AFRICA



Photo: DRC mining Gwenn

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