## THE EAST AFRICAN ASSOCIATION OF ANTI-CORRUPTION AUTHORITIES (EAAACA)

# PUBLIC AWARENESS AND COMMUNICATION STRATEGY

2014



### EAST AFRICAN ASSOCIATION OF ANTI-CORRUPTION

## **AUTHORITIES (EAAACA)**

## PUBLIC AWARENESS AND COMMUNICATION

### STRATEGY

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General Secretary EAAACA Secretariat

#### FOREWORD

Corruption in Africa continues to be a major impediment to development. It is recognized as one of the most pressing governance and development challenges that Africa is confronted with today (UNECA, AGRI 2005). Corruption is known to have a negative impact on the growth and distribution of income. East Africa as a region is also known to have high levels of corruption which have greatly affected service delivery. It is evident that corruption affects the poor disproportionately, undermines state accountability and capacity to provide equitable and responsible public services and the ability of countries to achieve the Millennium Development Goals.

The citizens of East Africa are generally aware of the evils of corruption but a lot still needs to be done to change their attitudes. The anti-corruption agencies have used different approaches to create awareness on the evils and dangers of corruption in their respective countries. However, anti-corruption efforts require the participation of all stakeholders to be able to appreciate the dynamics of fighting the vice, especially when the rule of law has to be upheld.

The National Anti-Corruption agencies of Kenya, Uganda and Rwanda derive their mandates from the national Constitutions of each of their countries. The Special Brigade Anti-Corruption of Burundi and the Prevention and Combating of Corruption Bureau of the United Republic of Tanzania derive their mandates from Law No.1/12 of 18 April 2006 and the PCCB Act, No.11 of 2007, respectively. There are variations in the mandates of the Anti-Corruption Institutions. However, there is no doubt that all the institutions are characterized with a three pronged mandates of investigations, prevention and education. It is also evident that these anti-corruption institutions are independent of the other branches of government in executing their duties and are only required to make periodical reports to parliament or an equivalent body, in their home states.

This Public Awareness and Communication Strategy in the member countries of EAAACA, is meant to effectively and efficiently raise public awareness on the evils of corruption by promoting and inculcating the desired values necessary in building a positive attitude that supports the fight against corruption. It is anticipated that this awareness strategy will engender public support for the work done by anti-corruption agencies in each of the East African Countries.

Irene Mulyagonja Kakooza President EAAACA

#### **ABBREVIATIONS AND ACRONYMS**

- CBO : Community Based Organization
- CEO : Chief Executive Officer
- CSO : Civil Society Organization
- EA : East Africa
- EAAACA: East African Association of Anti-Corruption Authorities
- EAC : East African Community
- EACC: Ethics and Anti-Corruption Commission
- FBO : Faith Based Organization
- IG : Inspectorate of Government
- PA&CS: Public Awareness & Communication Strategy
- PAC : Public Accounts Committee
- PCCB: Prevention and Combating of Corruption Bureau
- SBAC : Special Brigade Anti-Corruption
- SMS : Short Message System
- TV : Television

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### EAST AFRICAN ASSOCIATION OF ANTI-CORRUPTION AUTHORITIES (EAAACA) PUBLIC AWARENESS AND COMMUNICATION STRATEGY

#### 1.0 BACKGROUND

The East African Association of Anti-Corruption Authorities (EAAACA) was formed on 28<sup>th</sup> September 2007 in Kampala, Uganda when the heads of Kenya Anti-Corruption Commission of Kenya (now Ethics and Anti-Corruption Commission, EACC), Prevention and Combating of Corruption Bureau of United Republic of Tanzania and Inspectorate of Government of Uganda signed the Kampala Declaration of EAAACA. The Association was thereafter, launched in Nairobi, Kenya on 9<sup>th</sup> November 2007 when the EAAACA Constitution was signed.

#### 1.1 Vision

EAAACA's Vision is "To promote the spirit of zero tolerance to corruption and encourage regional cooperation in preventing and combating corruption."

#### 1.2 Mission

The mission of EAAACA is "To promote, facilitate and regulate cooperation among member authorities."

#### 1.3 Overall Objective of EAAACA

The Overall objective of EAAACA is "To promote and facilitate regional cooperation, with a common goal of preventing and combating corruption in the East African Community region."

#### 1.4 Membership of EAAACA

The membership of EAAACA is comprised of

- i. Ethics and Anti-Corruption Commission (EACC) of the Republic of Kenya
- ii. Inspectorate of Government (IG) of the Republic of Uganda
- iii. Office of the Ombudsman of the Republic of Rwanda

- iv. Prevention and Combating of Corruption Bureau (PCCB) of United Republic of Tanzania
- v. Special Brigade Anti-Corruption (SBAC) of the Republic of Burundi

#### 1.5 Situational Analysis

Corruption is a threat to the proper functioning of economic integration and federation. As the region gets closer to political and economic integration of the east African region, there is need to effectively address the lack of accountability and transparency. Uniformity and common standards in promoting accountability and transparency for all EAC member states is vital but in developing these standards, there is need to bring on board each country's experience and political development. The Anti-Corruption Agencies in East Africa face a number of constraints limiting their operations that include, inadequate funding, understaffing, court delays and hostile witnesses, inadequate institutional support in the fight against corruption, sophistication in corruption practices, negative societal attitudes and high expectations from the public to deal with their complaints expeditiously among others.

The backbone of development is good governance so, where there are weak public institutional structures and mismanagement, citizens are denied the opportunity to realize sustainable development. East Africa has not escaped this corruption phenomenon, and public institutions have become part and parcel of the problem.

Despite the existence of an institutional, policy and legal framework, corruption remains a major challenge in the region. The impact of corruption is devastating to development because it raises costs in both the public and the private sector and diverts resources from their productive use. Poor public accountability and high levels of corruption in East Africa is on the lips of everyone on the streets or rural areas because of its prevalence on a day-to-day basis in the police, health sector or in the any other service. The problem has reached insurmountable levels, as it appears to be institutionalized, despite attempts by Governments in the region to perform their mandates in fighting corruption.

The need for mainstreaming ethics in society is underlined. The anti-corruption agencies have to engage other creative ways of fighting corruption, for instance through culture, music and then arts.

The national Anti-Corruption bodies of Kenya, Uganda and Rwanda have their mandates specifically derived from their constitutions, with the exception of PCCB of the United Republic of Tanzania and SBAC of Burundi which are yet to be enshrined in their respective country's Constitutions. The IG of Uganda has a broader mandate in the fight against corruption, which includes investigation, prosecution, enforcing the Leadership Code, championing Education and Public Awareness against corruption and the Ombudsman function. Kenya's EACC also enforces the ethics component to enhance ethical behaviour and integrity in public service and society as a means to fighting corruption. The Office of the Ombudsman of Rwanda was given the mandate to Prevent and fight corruption in public and private administration, monitor the implementation of the Leadership Code of Conduct, act as a link between citizens and public/private institutions and coordinate the National Anti-Corruption Council. The mandate of the Special Brigade Anti-Corruption of Burundi is given by law No.1/12 of 18 April 2006 to combating corruption and other organized crime, Investigate acts of corruption and embezzlement, receive and carry out inquiries on complaints, cooperate with national, foreign and international institutions involved in fighting corruption. The Prevention and Combating of Corruption Bureau (PCCB) of United Republic of Tanzania has its mandate given by PCCB Act No.11 of 2007 to provide promotion and enhancement of good governance and eradication of corruption. The PCCB is only mandated to operate in mainland Tanzania.

The variations in mandates of the Anti-Corruption Institutions are dictated by the focus of each state when creating the institution to fight corruption. However, there is no doubt that all the institutions are characterized with a three pronged mandate of investigations, prevention and education. It is also evident that these anti-corruption institutions are independent of the other branches of government in executing their duties and are only required to make periodical reports to the parliament or an equivalent body, in their home states.

#### 2.0 THE PUBLIC AWARENESS AND COMMUNICATION STRATEGY

In this section, the key result areas are aligned with the communication and informational needs of various audience profiles and segments. The EAAACA Public Awareness and Communication Strategy has utilized the two-pronged approach to realize the attainment of the three key result areas aimed at creating visibility of the association and attitude change of the public towards corruption.

#### 2.1 Objectives of the Public Awareness and Communication Strategy

The overall objective of the Public Awareness and Communication strategy is to foster active participation of the public in the fight against corruption in the East African Community region. The specific objectives of the strategy are:

- (a) To enlist public support in the fight against corruption;
- (b) To change peoples' perception and attitudes towards corruption;
- (c) To disseminate knowledge on effects of corruption on the society
- (d) To raise awareness of citizens through public education

#### 2.2 The rationale of the Public Awareness and Communication strategy

The rationale for the strategy is to effectively and efficiently raise public awareness on the evils of corruption by promoting and inculcating the desired values necessary in building a positive change that supports the fight against corruption.

#### 2.3 Key Result Areas

The key result areas of the Public Awareness and Communication Strategy include;

- 1. To raise awareness of the East African population through public education
- 2. To sensitize the East African population on the impact of corruption
- 3. To sensitize the East African population on the dangers of corruption
- 4. To create awareness of the existence of EAAACA

#### 2.4 The Alignment of Key Results Areas & Communication Objectives

The table below shows the alignment of each of the key result areas to specific communication objectives determined by audience profiles and their anticipated information and communication needs.

#### Table One :

#### ALIGNMENT OF KEY RESULT AREAS & COMMUNICATION OBJECTIVES

#### Key Result Area One:

To raise awareness of the East African population on corruption through public education

Audience Profiling	Audience Segmentation	Communication Objective One
Population of the East African Community - 140 million	Public sector – Heads of Public Institutions both at National and decentralized levels Private sector – unionized	
people	workers, media, professional bodies, business organisations	To solicit the East African population's participation in the fight against corruption
	Formal educational sector – primary, secondary and tertiary institutions	
	Informal organized sectors- CBOs, youth groups, FBOs	

**Key Result Area Two** : To sensitize the East African population on the impact of corruption

Audience Profiling	Audience Segmentation	Communication Objective Two & three
Population of the East African Community - 140 million people	Youth in formal sector: primary, secondary and tertiary levels of education	To promote an ethical culture among the youth
реорге	The informal organized sector :workers unions, youth groups, FBOs, CBOs	5

#### Key Result Area Three :

To sensitize the East African population on the dangers of corruption

Audience Profiling	Audience Segmentation	Communication Objective Four		
Population of the East African Community - 140 million people	Youth in formal sector – primary, secondary and tertiary levels of education The informal organized sector – workers unions, youth groups, FBOs	To sensitize the East African population on the consequences of corruption		
	youth groups, FBOs, CBOs			

#### Key Result Area Four :

To create awareness of the existence of EAAACA

Audience Profiling	Audience Segmentation	Communication Objective Four
Population of the East African Community - 140 million people		To create awareness in the public, private and civil society on the role of EAAACA as a regional body in the fight against corruption
Players who need to be monitored for compliance		

## 2.5 Alignment of key communication messages to various audience segments

In this section, key messages were reviewed as being appropriate to meet the needs of each audience segment. The audience was assessed for their information and communication needs to determine the key messages that will facilitate the achievement of the PA&CS objectives. The key message is an action oriented expression of what it intends to achieve with the audience segment.

Table Two:						
Alignment of k	Alignment of key communication messages to various audience segments					
Audience	What do they need to know	Key communication message				
Private sector	Their role in the fight against corruption	Soliciting a working relationship in exposing corruption				
Union Workers	How they can assist in the fight against corruption	To encourage them to expose corruption				
Media	How to provide channels of education exposing corruption	Soliciting a working relationship in exposing corruption				
Civil Society	How to assist EAAACA in developing IEC materials	Soliciting a working relationship in exposing corruption				
Development Partners	How their assistance is used	Soliciting for funding				
Informal sector	The role of informal organized sector in the fight against corruption	How they can report corruption				
Youth groups	How they can participate in the fight against corruption	How they can report corruption				
Public sector-Regional effort to fight corruption spearheaded by EAAACAImpact/consequences corruption and how the report it-Their participation in the fight against corruption -That corruption is being monitoredImpact/consequences corruption and how the report it						

Table Two:							
Alignment of key	Alignment of key communication messages to various audience segments						
Audience	What do they need to know	Key communication message					
Professional bodies	Their role in the fight against corruption and how they can sensitize members on corruption	Existence of EAAACA					
Formal education sector • Primary • secondary, • tertiary	Their role in the fight against corruption -Basic knowledge about corruption -Intermediary knowledge on corruption -Advanced knowledge on corruption	Existence of EAAACA, knowledge on corruption, how to participate in the fight against corruption					

#### 2.6 Selection of Communication channels

In this section, key stakeholders who will help in the facilitation of delivery of key communication messages are identified. This is a guide for who EAAACA can collaborate with to deliver the agreed upon messages that will strengthen the fight against corruption. A selection of various channels for communication is aligned to various segments of audiences to enable the communication process.

Table Three Communication channels that should be used to deliver the message						
-Public service	-Youth -Formal	-Professional bodies	-Heads of State			
-Civil Society -Media	Educational sector	-Union Workers	-EAC Ministers			
-Development Partners		-FBOs -CBOs	-EA Parliament			
-Workers Unions -FBOs		-Youth leaders	-Heads of Anti- corruption			
-CBOs		-Media	Agencies			
-Formal Education Institutions			- Development partners			

	Table Four : Information that should be delivered to the different sectors						
Info							
Key Audience	Who to approach	Level of engagement	Call for action/service objective	What's in it for them			
140 million EA Citizens	Heads of State, EAC Ministers, EA Parliament	Meetings to brief them on EAAACA's activities	Accounting Officers of Anti- corruption agencies	Impression of political will			
Public service	Heads of public service in member countries	Letters, submission of PACS reports	Permanent Secretaries	Common guidelines on how to deal with corruption			
Media	Media council, media-related associations	Workshops, meetings, submission of PACS reports	Media managers, Editors, Senior Reporters	Sense of participation			

Table Four :						
Information that should be delivered to the different sectors						
Key Audience	Who to approach	Level of engagement	Call for action/service objective	What's in it for them		
Civil Society	Heads of CSOs	Meetings and seminars	CEOs	Sense of participation		
Development Partners	Heads of missions	Meetings, submission of PACS	Administrative officers	Their funds are properly used		
Professional bodies	Heads of professional bodies	Courtesy calls, briefs, workshops				
Workers Unions	Heads of unions, umbrella and specific bodies	Meetings,Generalworkshops,Secretariessubmission of PACS		Sense of participation		
Youth	Ministry responsible for the Youth	Organized events	Youth leaders	Sense of participation		
FBOs	Religious leaders	Meetings, seminars, workshops	Leaders by their description	Sense of participation		
CBOs	Head of CBOs	Meetings, seminars, submission of PACS	CEOs	Sense of participation		
Formal Educational Institutions	Education Ministries, Association of Heads of Institutions, Teachers Unions	Meetings, workshops, events	Head of Institutions	Sense of participation		

#### 2.7 Communication Activity Action Plan

In this section, a profile of media events, frequency of message delivery and recipient audiences are outlined in Table Five: Communication Activity Action Plan. An activity based budget is extrapolated to facilitate the actual activity. Included in this section is a separate monitoring tool labeled as the feedback mechanism column in Table Five and Evaluation tool in Table Six to be used during the project cycle.

	Table Five							
Communication Activity Action Plan								
Media / Events	Objective	Message	Frequency	Delivered To	Delivered By	Feedback Mechanism		
Radio Spot Messages	To solicit the E.A. Citizens' participation in the fight against corruption	Understanding corruption	2 times a day for 7 days for 2 weeks for 3 months in a year	140 million people	EAAACA EAC Development partners	Countercheck with radio stations (printout from the stations) Archiving of radio spots Survey		
Mobile Phone SMS	To sensitize the E.A. Citizens on the consequences and impact of corruption	Their role in the fight against corruption	Once a week for 3 months	140 million people	EAAACA	Printout showing number of messages sent (from service provider) Distribution lists Number of lists Number & frequency of messages sent		
Billboards	To create awareness on the existence of EAAACA	Existence and role of EAAACA	50 billboards once (at border points, at airports and main roads)	140 million people	EAAACA Development Partners	Activity reports with necessary attachments Count of action billboards Surveys		
Social Media (i.e. Facebook and Twitter)	To sensitize the E.A. Citizens on the consequences and impact of corruption To solicit the E.A. Citizens' participation in the fight against corruption	Meaning Causes Consequences Their role	One or several messages quarterly	Youth Media Other E.A. Citizens who have internet access	EAAACA Anti- Corruption Agencies	A report from account manager Website visits Likes Comments Participation in online activities		

	Table Five									
<b>Communication Activity Action Plan</b>										
Media / Events	Objective	Message	Frequency	Delivered	Delivered	Feedback				
advertorial (TV)	To create awareness on the existence of EAAACA	The impact and consequences of corruption	Issue short messages daily for 30 days a year	<b>To</b> 140 million people	<b>By</b> Development partners EAC Governments	Mechanism -Activity reports -Inserts -Archiving -Surveys -Media rankings -Focus group discussions				
Endorsement by artists	To solicit the E.A. Citizens' participation in the fight against corruption	Meaning Causes Effects Responsibility	Once a year	Youth	EAAACA Development Partners	Activity Reports (including documentaries) Minutes of meetings Contract agreements Production schedules/ Treatments/ Scripts Archiving of final product Number of people participating in				
Road shows	To create awareness on EAAACA	Existence of EAAACA Participation	Once a year	140 million people	EAAACA Development Partners CSOs Anti- corruption agencies	events A report of the activity Meetings Event schedules Contracts MOUs Report of events Video clips Photos				

	Table Six									
	Evaluation to	ools for the c	ommunicat	tion strategy						
Media tools	Compliance with the communication objectives	Efficiency of management	Efficiency of budget	Efficiency of distribution	Effectiveness of targeting					
Radio spot messages Text messages Tele advertorials	Objective 1. Create awareness to the public, private and civil society on the role of EAAACA as a regional body in the fight against corruption Objective 2: sensitize EAC on the consequences and impact of corruption Objective 3: to solicit the EAC citizens participation in the fight against corruption									
Online tools Face book Twitter What's app SMS	Objective 1. Create awareness to the public, private and civil society on the role of EAAACA as a regional body in the fight against corruption Objective 2: sensitize EAC on the consequences and impact of corruption Objective 3: to solicit the EAC citizens participation in the fight against corruption									

	Table Six								
Evaluation tools for the communication strategy									
Media tools	Compliance with the communication objectives	Efficiency of management	Efficiency of budget	Efficiency of distribution	Effectiveness of targeting				
Publications Annual reports Brochures	Objective 1. Create awareness to the public, private and civil society on the role of EAAACA as								
News letters Flyers	a regional body in the fight against corruption								
t-shirts caps	Objective 2: sensitize EAC on the consequences and impact of corruption								
	Objective 3: to solicit the EAC citizens participation in the fight against corruption								
Events Football game Music shows Road shows	Objective 1. Create awareness to the public, private and civil society on the role of EAAACA as a regional body in the fight against corruption								
	Objective 2: sensitize EAC on the consequences and impact of corruption								
	Objective 3: to solicit the EAC citizens' participation in the fight against corruption								

## Table Seven:PROPOSEDBUDGETFORTHEIMPLEMENTATIONOFPUBLIC AWARENESS AND COMMUNICATION STRATEGY

Activity	Sub activities	Budget/r	esources	Period			
		Quantity	Unit Cost (\$)	Total Cost	Year 1 2014	Year 2 2015	Year 3 2016
Meetings for one group	Letters			-			
per member country 20 from	Hiring conference facilities, refreshments and meals	5	2,000	10,000			
public	Pull up banners	20	250	5,000			
service (ministries)	Photo and video coverage	5	1,000	5,000			
	Media coverage	-	-	-			
	Training Manuals	500	10	5,000			
	Facebook, Twitter	-	-	-			
	Website update	-	-	-			
	Branded Pens, Notebooks, Folders	250	10	2,500			
Sub Total				27,500	9,000	9,000	9,500
Seminars for 4 groups	Letters	-	-	-			
per member country: 80 from professional groups and unionised workers, 60 from FBOs and CBOs, 50 from youth leaders,	Hiring a conference facilities, refreshments and meals	20	10,000	200,000			
	Pull up banners	-	-	-			
	Photo and video coverage	5	1,000	5,000			
	Media coverage	-	-	-			
	Social media	-	-	-			
	Website update	-	-	-			
80 from the media and	Training Manuals	1,000	10	10,000			
civil society organizations	Branded Pens, Notebooks, Folders	1,200	10	12,000			
Sub Total				227,000	75,000	75,000	77,000

Activity	Sub activities	Budget/r	esources		Period		
		Quantity	Unit Cost(\$)	Total Cost	Year 1 2014	Year 2 2015	Year 3 2016
E.A. Summit	One on one meeting of heads of anti-corruption agencies with heads of state	-	-	-			
	A concept paper	-	-	-			
	An invitation letter	-	-	-			
	A planning committee meeting for 3 days before summit ( 2 representatives from country members) accommodation, meals and conference hall - 10 people x 3 days	30	250	7,500			
	Air ticket for planning committee	8	500	4,000			
	Hiring a conference facilities, refreshments and meals for summit	1	5,000	5,000			
	Foreign ministers, EAC Ministers and Heads of Anti- Corruption Agencies - Air tickets, accommodation and meals	12	1,500	18,000			
	Organising committee 5 from host country and 2 from EAAACA - accommodation and meals - 3 days for 7 people	21	150	3,150			
	Air ticket for 2 EAAACA Secretariat (if out of Uganda)	6	500	3,000			
	Flags	-	-	-			
	PVC banners	2	120	240			
	Photo and video coverage	1	1,500	1,500			
	Radio spots (Twice a day, one week) per country-production and airing	1	3,000	3,000			
	TV spots (once a day) for a week in 5 countries- production and airing	5	2,500	12,500			
	Social media	-	-	-			
	Press release	-	-	-			
	Website update	-	-	-			
	Media coverage	-	-	-			
	Informative Manuals	80	10	800			
	Branded Pens, Notebooks, Folders	80	10	800			
	Badges (Name tags)	80	3	240			
	East African Anthem	-	-	-			

Activity	Sub activities	Budget/r	esources		Period		
		Quantity	Unit Cost (\$)	Total Cost	Year 1 2014	Year 2 2015	Year 3 2016
Events - Football match between two popular	Invitation letters and a concept paper (Ministers for youth and sports, heads of schools, heads of football associations, heads of teams)	-	-	-			
teams in each	Hire national stadium - one per country	5	4,000	20,000			
member country	Refreshment for the teams and officials	100	6	600			
	Trophies - one per country	5	300	1,500			
	Medals - 40 per country	60	20	1,200			
	Teardrop banners (6 per country)	30	100	3,000			
	Radio spots ( Twice a day, one week) per country	1	3,000	3,000			
	TV spots (once a day) for a week in 5 countries (airing and production)	5	2,500	12,500			
	Social media	-	-				
	Photo and video coverage	5	1,000	5,000			
	Media coverage	-	-	0			
Sub Total				46,800	9,000	18,000	19,800
Tele advertorial	1 tele advertorial per day for two weeks for 5 countries	50	1,500	75,000	25,000	25,000	25,000
Bulk sms	One telecommunication company with big number of subscribers for 5 countries - 5 million per country	25,000,000	0.02	500,000	160,000	170,000	170,000
Billboards	50 billboards ( design and printing of Flexi)	50	800	40,000	10,000	15,000	15,000
Endorsement by 5	Air ticket for 4 musicians, lyricist, producers			2,400			
musicians	Accommodation and meals			750			
	Fees for 5 musicians, lyricist and producer			7,000			
Sub Total				10,150	3,300	3,425	3,425

Activity	Sub activities	Budget/r	esource	s	Period		
		Quantity	Unit Cost (\$)	Total Cost	Year 1 2014	Year 2 2015	Year 3 2016
Road shows	Entertainers (Sound system, caravan) - 5 road shows per country -			75,000			
	Transport for 5 countries (organizing staff)			5,000			
	Allowances for organizing staff			3,000			
	T-shirts and caps			125,000			
	PVC banners			5,000			
	Teardrop banners			-			
	Radio spots			10,000			
	TV spots			15,000			
	Photo and video coverage			25,000			
	Media coverage			-			
	Social media			-			
	Website update			-			
Sub Total				263,000	85000	89,000	89,000
Talk shows	3 talk shows / radio for 5 countries facilitated by EAAACA			1,500	500	500	500
Print media	One coloured page in three newspapers for 5 countries			60,000	20,000	20,000	20,000
Social media	Facebook, Twitter	-	-	-	1	1	
IEC Materials	Brochures, booklets	15,000	2	30,000	10,000	10,000	10,000
TOTAL					466,530	494.655	498,955
Grand Total (three years)							1,460,140