

Communication Policy and Strategy for the ECOWAS Regional Electricity Regulatory Authority (ERERA)

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ERERA Communication Action Plan Final Report



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Abbreviations and acronyms

AfDB	African Development Bank
UA	African Union
ECOWAS	Economic Community of West African States
ECREEE	ECOWAS Centre for Renewable Energy and Energy Efficiency
EIDBMS	Energy Information and Database Management System
ERERA	ECOWAS Regional Electricity Regulatory Authority
UE	European Union
EUD	European Union Delegation
FB	Facebook
ICT	Information and communication technologies
KM	Knowledge Management
KW	Kilowatt
MW	Megawatt
NGO	Non-Governmental Organization
PR	Public Relations
TOR	Terms of Reference
WAPP	West African Power Pool

Summary

The ERERA Communication Action Plan is based on the ERERA Communication Strategy and proposes concrete actions to achieve three of the six strategic objectives described in the strategy, namely:

- Strategic objective 1: Raise public awareness of the benefits, risks and security of the integrated cross-border electricity market.
- Strategic objective 2: Generate and maintain stakeholder interest in the operation and development of the regional electricity market.
- Strategic objective 3: Gain the trust of donors and investors in the cost-effectiveness of developing the regional electricity market.

The 03 other objectives will be set out in a second phase at the end of the first period, which will also be an opportunity to adapt the communication plan according to the results achieved.

The communication plan proposes to undertake these actions over 18 months (until December 2024) for a total budget of 94 million FCFA (143,302.08 EUR).

For each of the proposed actions, the plan will provide:

1. A description of the activities to be carried out with the priority targets
2. Identification of the internal and external resource personnel and partners to be mobilized to ensure the success of the action
3. A timetable for implementing the action
4. An estimated budget for the action
5. Performance indicators to be achieved

1. PLANNING COMMUNICATION CAMPAIGNS

1.1. Strategic objective 1: Raise public awareness of the benefits, risks and security of the integrated cross-border electricity market.

The aim of this first series of communication actions is to raise the institution's profile among non-professional audiences in the energy sector and to promote the integrated cross-border electricity market. The aim of these information and awareness-raising activities is to inform of the importance of investing in and financing regional pooled projects to achieve security of supply and consumer protection in the ECOWAS region.

Considering that ERERA is based in Accra, to achieve this objective it will be essential to work closely with the network of national regulatory agencies to roll out awareness-raising activities aimed at both the media and young audiences. Finally, it is important to develop content available in the different languages spoken in the ECOWAS region. This content would be compiled and made available in a kit of communication products. The content would be didactic, explanatory, convincing, easily accessible and shareable across the network of partners, which will increase the transparency of the information transmitted.

Action 1.1.1.: ERERA's 15th anniversary

EXPECTED OUTCOME: Participants are consulted, informed and made aware of regional electricity market integration issues in West Africa.

Responsible section: Communication Unit

Estimated budget: 12 000 000 FCFA / 18 293,88 €

Primary target audience: General public, media

Description of activities to be undertaken:

- Launch of the 15th anniversary (side event 8th regional forum)
- Organization of a debate on the EU electricity market on RFI / *Le débat africain* hosted by Alaine Foka – Interview on BBC Africa (December 2023)
- Organization of a press caravan on the integrated regional market
- 22 October: World Energy Day: educational events in schools on the theme of energy: organization of a "pilot" event in partnership with a primary school in Accra/Kumassi and proposal of an "event" kit that could be adapted by national agencies.
- Closing with a gala dinner in Accra, in conjunction with a stakeholders' meeting (date to be decided)

Internal and external resources to be mobilized:

- ERERA communication unit
- Communication units / national regulatory agencies

Main partners:

- French Embassy / GIZ / UNICEF for the organization of educational events
- Local NGOs in the RE awareness sector, such as CEESD
- National regulatory agencies

Deliverables:

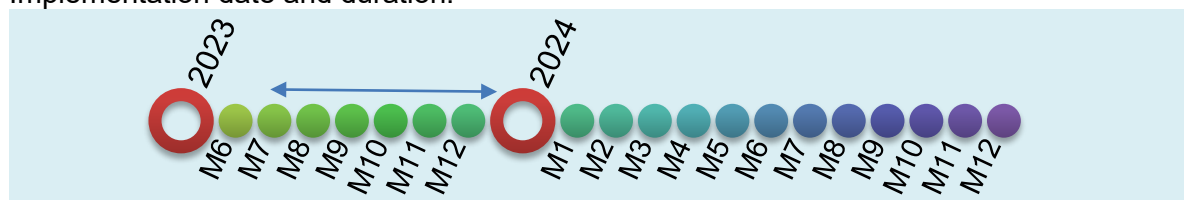
- 01 radio program in a pan-African medium with a large audience
- 05 school events in Ghana
- 01 caravan, visiting 04 countries

- 01 closing gala dinner

Performance indicators:

- Level of participation (invitation / actual attendance; quality of personalities; etc)
- Entertainment/caravan: quality of target audience, quality of rented visibility equipment deployed
- Social networks (number of clicks, number of new subscribers, engagement, and conversion rate)

Implementation date and duration:



Action 1.1.2.: Creation of a toolbox

EXPECTED OUTCOME: By making publications available, accessible and shareable, ERERA is helping to promote transparency and good governance in a sector that is often considered non-transparent.

Responsible section: Communication Unit Estimated budget: 10 000 000 FCFA / 15 015,98 €

Primary target audience: General public, media, sector professionals

Description of activities to be undertaken:

- Production of information leaflets to distribute at forums
- Production of a film on current priority projects
- Production of short videos
 - ERERA in a nutshell
 - Why regulate the electricity sector?
 - What is an interconnector? How does it work?
 - Key figures for the electricity market in West Africa
 - Testimonials from professionals
 - Why do electricity tariffs vary from one country to another?

Internal and external resources to be mobilized:

- ERERA Communication unit
- Graphic design agency
- Video production company

Main partners:

- National regulatory agencies

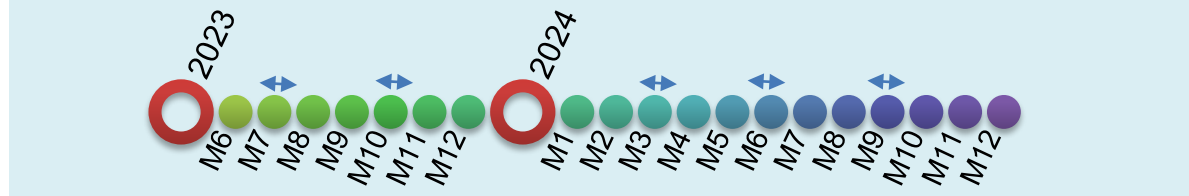
Deliverables:

- First annual report (February 2024)
- Short videos

Performance indicators:

- Quantity delivered
- Quality delivered
- Social networks (number of clicks, number of new subscribers, engagement and conversion rate)

Implementation date and duration:



Action 1.1.3: Strengthening digital visibility

EXPECTED OUTCOME:

Responsible section: Communication Unit

Estimated budget: 2 000 000 FCFA / 3 003,20 €

Primary target audience: General public, technical stakeholders

Description of activities to be undertaken:

- Creation of LinkedIn and Twitter accounts and uploading of content
- Activation and upload of content to YouTube
- Drafting of a digital roadmap
- Launch of a quarterly newsletter for stakeholders

Internal and external resources to be mobilized:

- ERERA Communication unit
- ECOWAS IT department
- External service provider for the development of digital and marketing tools

Main partners:

- Communication units / National regulatory agencies

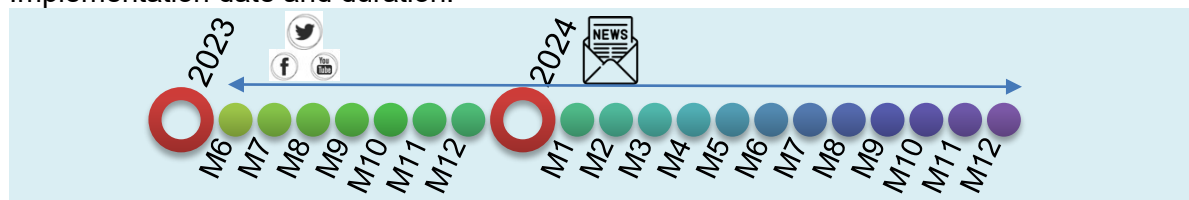
Deliverables:

- LinkedIn and YouTube accounts are created, Twitter is activated. Content is uploaded.
- The roadmap is proposed to the Executive Committee
- The editorial and graphic design of the newsletter is submitted for approval and launched in January 2024

Performance indicators:

- Social networks (number of clicks, number of new subscribers, engagement and conversion rate)
- Newsletter: sending, receiving, opening, redirection

Implementation date and duration:



Action 1.1.4: Revamping the ERERA website

EXPECTED OUTCOME: The website is intuitive to navigate. Regional market information is up-to-date, easily accessible, and understandable. Natural referencing is improved.

Responsible section: Communication Unit

Estimated budget: 2 000 000 FCFA / 3 003,20 €

Primary target audience: All audiences

Description of activities to be undertaken:

- Creation and updating of content on the ERERA website, in particular the regulatory virtual library, the creation of a map of interconnected networks in West Africa and the list of national regulatory agencies, and the promotion of the institution’s activities by means of short online videos (vertical/horizontal format)
- Audit of the website referencing and SEO optimization

Internal and external resources to be mobilized:

- ERERA Communication unit
- ECOWAS IT department
- External website optimization service provider

Main partners: /

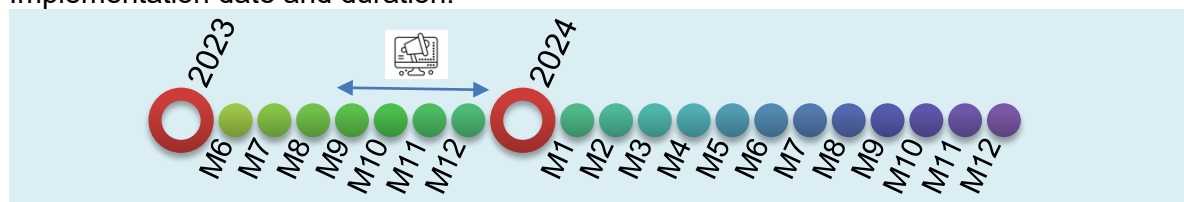
Deliverables:

- The website is regularly updated
- The website uses natural referencing tools
- The Google Analytics tool is operational

Performance indicators:

- Website: number of visitors, country of origin of visitors, length of visit, number of pages viewed

Implementation date and duration:



1.2. Strategic objective 2: Generate and maintain stakeholder interest in the operation and development of the regional electricity market

To generate and maintain stakeholder interest in the operation and development of the regional electricity market, it is important to put in place effective measures for proactive communication, engagement, and transparency.

In a regional context such as that of West Africa (costly air interconnections), meetings in webinar format are an important way of actively involving stakeholders in the decision-making process.

Most face-to-face meetings are statutory, such as the annual regional forum. Whatever the format of the meeting (working group and online discussion, training, statutory meeting, etc), the proposed actions aim to encourage feedback and constructive contributions to enable everyone to feel listened to and to take ownership of the decisions taken. Outside the

framework of ERERA, speaking out is also intended to enhance the institution’s image and spread messages about its role, missions, and achievements.

Action 1.2.1.: 8th ERERA regional forum (xxx-xxxx July 2023), Niamey (Niger)

EXPECTED OUTCOME: Stakeholders are regularly informed about the implementation of the strategic program and the results achieved in the context of the regional electricity market.

Responsible section: Communication Unit Estimated budget: 5 000 000 FCFA / 7 622,45 €

Primary target audience: The parties are regularly informed about the implementation of the strategic program and the results achieved in the context of the regional electricity market.

Description of activities to be undertaken:

- Media coverage of the forum with the support of Niger's national regulatory agency.
- Organization of/participation in a television program on Niger's national channel, RTN, Télé Sahel.
- Organization of exclusive interviews: video ITW on a.Niamey.com
- Official launch of ERERA's 15th anniversary with the organization of a Side Event with national TFPs and economic players in the energy sector.
- Photo and video coverage of the forum: production of stories (interviews of guest personalities for social media posts)
- Preparation, distribution, and collection of a satisfaction questionnaire on the forum and participants' expectations in terms of information.

Internal and external resources to be mobilized:

- ERERA Communication unit
- Communication units / National regulatory agencies
- ECOWAS / ERERA technical teams

Main partners:

- National regulatory agencies
- Niger’s energy authorities

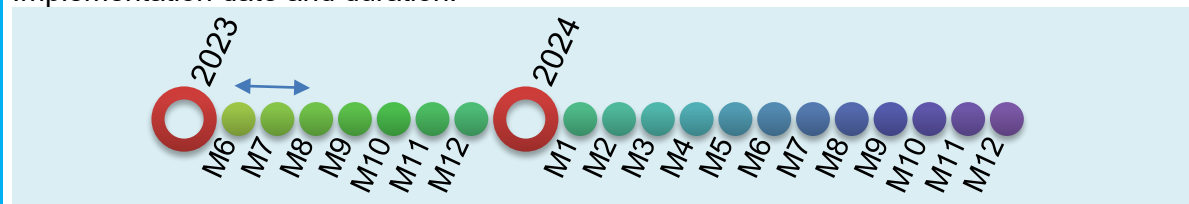
Deliverables:

- Media coverage of the forum
- 02 exclusive interviews in video format
- Photo coverage of the forum
- 05 video clips of guest personalities
- 1 satisfaction survey is distributed. Responses will be processed to strengthen communication of commitment.

Performance indicators:

- Media: coverage, quality, quantity
- Social networks (number of clicks, number of new subscribers, engagement, and conversion rate)

Implementation date and duration:



Action 1.2.2.: Development and distribution of an annual activity report

EXPECTED OUTCOME: Stakeholders are informed about past activities, the updated regulatory framework, and ongoing results

Responsible section: Communication Unit Estimated budget: 5 000 000 FCFA / 7 622,45 €

Primary target audience: National regulatory agencies, energy ministries, technical and financial partners, media

Description of activities to be undertaken:

- Gathering information on the past year
- Recruitment of a writer specialized in this type of exercise
- Design of an attractive layout
- Layout, printing
- Presentation of the annual report to the business and industry press at a press conference
- Posting on website and social networks; creation of specific content to link to the full report

Internal and external resources to be mobilized:

- ERERA Communication unit
- Communication units / National regulatory agencies

Main partners:

- National regulatory agencies
- Private sector, if the report wants to open pages to advertising

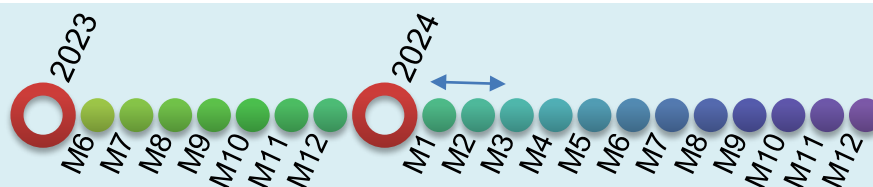
Deliverables:

- 1 hard copy report
- 1 report in electronic format
- 1 press conference

Performance indicators:

- Print distribution
- Digital distribution: tracking indicators for downloading or reading online
- Media: media coverage, media quality and quantity
- Social networks (number of clicks, number of new subscribers, engagement and conversion rates)

Implementation date and duration :



Action 1.2.3.: Strengthening internal synergies

EXPECTED OUTCOME: Audiences are increasingly well informed and feeling valued, which in turn helps the regional electricity market to operate efficiently and evolve continuously.

Responsible section: Communication Unit Estimated budget: 5 000 000 FCFA / 7 622,45 €

Primary target audience: ERERA staff, communication departments of national regulatory agencies, media

Description of activities to be undertaken:

- Organization of field visits to neighboring countries
- Organization of meetings (face-to-face/webinars) on priority themes to reinforce knowledge and share experience.
 - Example: "The stakes and challenges of digital communication to accelerate the energy transition in West Africa".
- Team training with journalists
- Installation ceremony of ERERA's Consumer Advisory Committee
- Greetings ceremony

Internal and external resources to be mobilized:

- ERERA Communication unit
- Communication units / National regulatory agencies

Main partners:

- National regulatory agencies
- Private sector, if the report wants to open pages to advertising

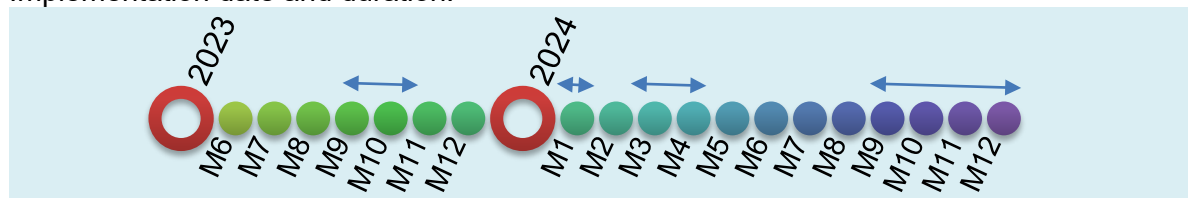
Deliverables:

- Xx field visits per year, covered by the media
- 2 meetings with communication units (CC) of regulatory agencies per year
- 2 team training sessions with journalists / year
- Activities posted on social networks and on the company's website
- Media coverage of the installation of ERERA's Consumer Advisory Committee or of the presentation of new year's greetings

Performance indicators:

- Media: media coverage, media quality and quantity
- Social networks (number of clicks, number of new subscribers, engagement rate, conversion rate)

Implementation date and duration:



Action 1.2.4.: 9th ERERA regional forum (2024)

EXPECTED OUTCOME: Stakeholders are regularly informed about the implementation of the strategic program and the results achieved in the context of the regional electricity market.

Responsible section: Communication Unit Estimated budget: 10 000 000 FCFA / 15 015,98 €

Primary target audience: National regulatory agencies, energy ministries, technical and financial partners, private sector, media

Description of activities to be undertaken:

- Media coverage of the forum with the support of local partners
- Organization of/participation in a broadcast on a national channel in the host country
- Production of exclusive interviews in partnership with a digital media outlet
- Distribution of a film on priority projects
- Presentation and distribution of the annual activity report
- Photo and video coverage of the forum: production of stories (ITW of guest personalities for posting on social networks)
- Preparation, distribution and collection of a satisfaction questionnaire on the forum and participants' expectations in terms of information.
- Invitation of professional media. Examples: African Review of Business and Technology, Bloomberg, African business, Jeune Afrique, RFI, BBC Africa, African Energy news, Africa Intelligence, etc.

Internal and external resources to be mobilized:

- ERETA Communication unit
- Communication units / National regulatory agencies
- ERETA / ECOWAS technical team

Main partners:

- National regulatory agencies
- Host country authorities in the energy sector

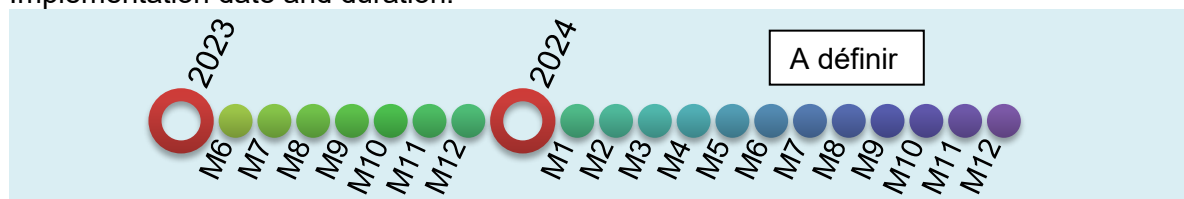
Deliverables:

- Media coverage of the forum
- 02 exclusive video interviews
- Photo coverage of the forum
- 05 short video of guest personalities
- 01 satisfaction questionnaire distributed. Responses will be processed to reinforce communication of commitment.

Performance indicators:

- Level of participation (invitation/attendance, quality of personalities, etc.)
- Media: media coverage, quality and quantity of media coverage
- Social networks (number of clicks, number of new subscribers, engagement and conversion rates)

Implementation date and duration:



1.3. Strategic objective 3: Gain the trust of donors and investors in the cost-effectiveness of regional electricity market development.

To maintain trust with donors and investors in the profitable development of the regional electricity market, the communication plan calls for a number of activities aimed at strengthening these strategic partnerships by providing clear, transparent and convincing communication.

Action 1.3.1.: Organization of an annual round table with donors

EXPECTED OUTCOME: ERERA presents a transparent status report on the implementation of the strategic program. Donors have a long-term vision of the regional electricity market and how it will be achieved.

Responsible section: Communication Unit Estimated budget: 10 00 000 FCFA / 15 015,98 €

Primary target audience: Donors

Description of activities to be undertaken:

- Identification of venue and date with all stakeholders (proposed in conjunction with the ERERA Regional Forum)
- Definition of the program, launch of invitations
- Design of visibility material and kits for participants
- Deployment of the event (logistics, catering, media mobilization)
- Publication of content on these activities on the website and social networks

Internal and external resources to be mobilized:

- ERERA Communication unit
- Photo / video suppliers; advertising objects; event equipment

Main partners:

- National regulatory agencies
- Technical ministries
- Technical and financial partners

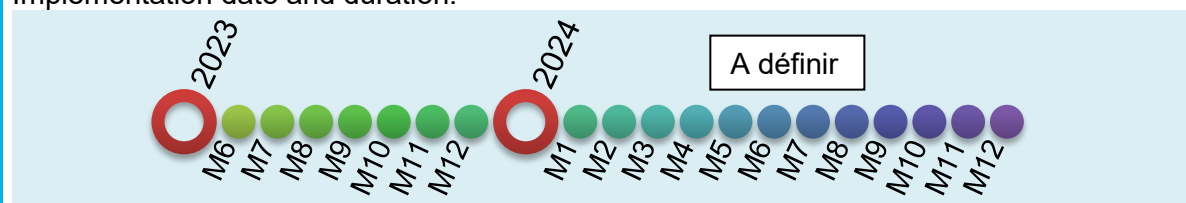
Deliverables:

- A turnkey activity

Performance indicators:

- Level of participation (invitation/attendance, quality of personalities, etc.)
- Media: media coverage
- Social networks (number of clicks, number of new subscribers, engagement and conversion rates)

Implementation date and duration:



Action 1.3.2.: Participation in the ECOWAS Sustainable Energy Forum (12-13 October 2013, Praia, Cape Verde)

EXPECTED OUTCOME: By associating the institution's image with this regional meeting, its visibility is enhanced. The messages conveyed will convince target audiences, including investors, to continue their commitment to ERERA.

Responsible section: Communication Unit Estimated budget: 3 000 000 FCFA / 4 504,80 €

Primary target audience: Public and private players in the energy sector

Description of activities to be undertaken:

- Taking part in the forum's high-level dialogues
- Moderation of one of the panels
- Promotion of activities at the ERERA stand in the exhibition area
- Photo/video coverage of speeches

Internal and external resources to be mobilized:

- ERERA Communication Unit
- Photo / video suppliers; advertising objects; event equipment

Main partners:

- Other bodies from ECOWAS

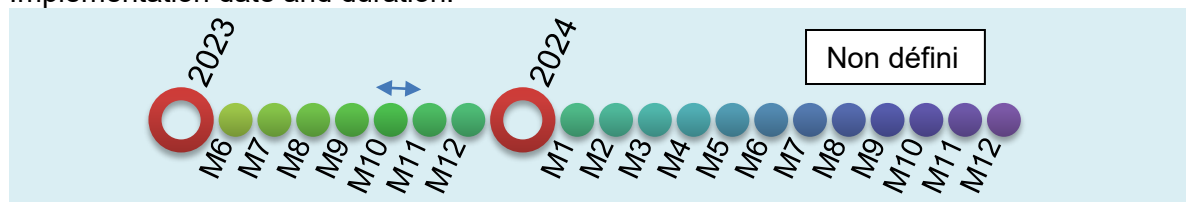
Deliverables:

- Production of video clips of speeches at the forum
- Publication of content on the website and social networks

Performance indicators:

- Exhibition: quantity and quality of visitors, documentation distributed
- Media: media coverage, quality and quantity of media coverage
- Social networks (number of clicks, number of new subscribers, engagement and conversion rates)

Implementation date and duration:



More info: <http://www.ecreee.org/fr/news/save-date-forum-sur-lenergie-durable-de-la-cedeao-esef-2023>

Action 1.3.3.: Participation in the celebration of World Days or public holidays

EXPECTED OUTCOME: By associating the institution's image with themed events or secular or religious holidays, its visibility is reinforced.

Responsible section: Communication Unit

Estimated budget: 10 00 000 FCFA / 7 622,45 €

Primary target audience: all audiences

Description of activities to be undertaken:

- World Days
 - 5th March: World Energy Efficiency Day
 - 8th March: International Women's Day
 - 22nd October: World Energy Day

For these dedicated days, ERERA and other ECOWAS organizations organize a panel discussion, a field visit to projects and mobilize the media. ERERA can also associate its image with an event organized by an NGO, ministry or TFP (sponsorship) in one of the ECOWAS countries.

- African Days
 - 3rd March, African Environment and Wangari Maathai Day (relevance to clean and renewable energy)
 - 20th May, Africa Day

- Calendar Holidays
 - Labor Day
 - Religious holidays
 - New Year's greetings ceremony

Publication of content on these activities on the website and social networks

Internal and external resources to be mobilized:

- ERERA Communication Unit
- Photo / video suppliers; advertising objects; event equipment

Main partners:

- National regulatory agencies
- Government
- Technical and financial partners
- NGOs

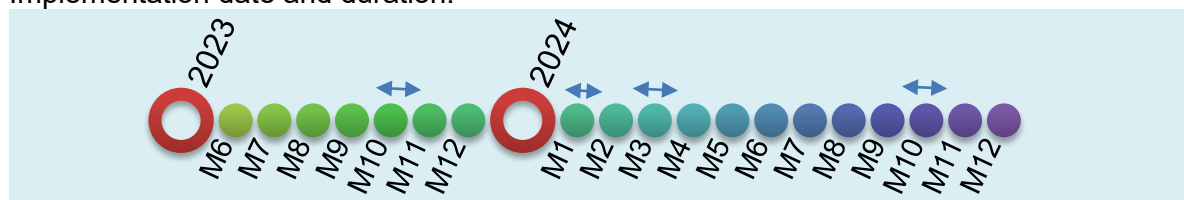
Deliverables:

- A turnkey activity

Performance indicators:

- Participation rates
- Media: media coverage, quality and quantity,
- Social networks (number of clicks, number of new subscribers, engagement rate, conversion rate)

Implementation date and duration:



Action 1.3.4.: Media coverage of visits / exchange meetings

EXPECTED OUTCOME: Public opinion is informed about the institution's activities.

Responsible section: Communication Unit

Estimated budget: 10 00 000 FCFA / €

Primary target audience: all audiences

Description of activities to be undertaken:

- Preparation of press releases
- Media mobilization during and/or after the visit: interviews; live coverage
- Photo/video coverage

Internal and external resources to be mobilized:

- ERERA Communication Unit
- Photo / video service providers

Main partners:

- National regulatory agencies
- Government
- Technical and financial partners
- Other stakeholders

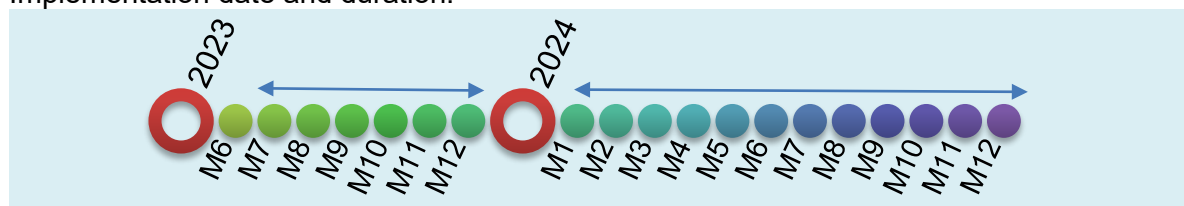
Deliverables:

- Publication of content about these activities on the website and social networks
- Report on activities in invited media

Performance indicators:

- Media: media coverage, media quality and quantity
- Social networks (number of clicks, number of new subscribers, engagement rate, conversion rate)

Implementation date and duration:



Action 1.3.5.: Participation in the 26th Africa Energy Forum 2024

EXPECTED OUTCOME: By associating the institution's image with Africa Energy Forum (AEF), ERERA strengthens its network of key players in the electricity industry present in Africa (lobbying). It shares the challenges and successes encountered in carrying out its missions in West Africa.

Responsible section: Communication Unit Estimated budget: 10 000 000 FCFA / 15 015,99 €

Primary target audience: Private players in the energy sector, technical and financial partners

Description of activities to be undertaken:

- Speak at one of the forum's high-level panels
- Photo/video coverage of speeches
- Organization of a side event on the sidelines of the forum on a theme related to one of the strategic program axes
- Interviews in African and business media attending the forum

Internal and external resources to be mobilized:

- ERERA Communication Unit
- Photo / video suppliers; advertising objects; event equipment

Main partners

- ECOWAS other energy sector bodies

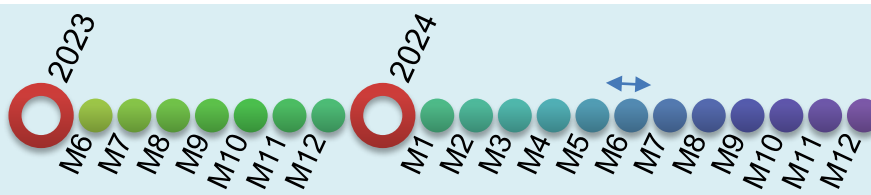
Deliverables:

- Production of video clips of speeches at the forum
- Publication of content on the website and social networks

Performance indicators:

- Media: media coverage, quality and quantity,
- Social networks (number of clicks, number of new subscribers, engagement rate, conversion rate); take-up rate on the event's partner networks

Implementation date and duration:



More info: AEF 2023 <https://www.africa-energy-forum.com> ;
 AEF organization: <https://energynet.co.uk>

2. COORDINATION OF THE ACTIVITIES

2.1. Managing communication initiatives

All communications activities are managed by the communications manager, who is supported internally at ARREC by:

- the team of experts;
- advisory committees;
- management committee.

Within ECOWAS, it can share its content needs and/or strengthen participatory collaboration synergies with:

- WAPP communication team;
- ECOWAS communication team.

To ensure that ERERA's actions are fully effective and more visible to the outside world, the communications team works closely with other ECOWAS structures in charge of energy issues, such as WAPP. By pooling some of their activities or digital content, they help to strengthen the flow of information.

2.2. Technical monitoring and reporting

As demonstrated by the communication diagnostic, the main challenges are to monitor and report on the activities undertaken by the technical teams, in order to enrich the content of the various visibility tools of ERERA's activities.

To date, the monitoring of communication activities consists of summarizing the activities carried out by ERERA in the form of press releases, distributing them to the media and putting them online on the institution's website, in a downloadable PDF file.

Eventually, once the website has been optimized and communication on professional social networks such as LinkedIn has been revitalized, activity reporting will become part of a more global agile project approach.

A monthly "communication" coordination meeting will be organized, to combine informal exchanges with a formal coordination structure. The purpose of these internal ERERA meetings is to propose new communication initiatives, provide information on the monitoring and coordination of ongoing activities and, above all, to promote the involvement of all parties and encourage responsiveness and dialogue. Last but not least, these meetings are designed to improve the technical and financial monitoring of ongoing projects. This

interactive dialogue framework will be flexible in terms of members' level of participation, depending on the theme of the meeting.

2.3. Implementation schedule

ERERA's communication plan will run from July 2023 to December 2024.

For each activity to be implemented, the availability of members and the flexibility deployed during monthly coordination meetings will be assets in adjusting the action plan to achieve the expected results.

2.4. Budget

N°	Activity title	Execution period	Advancement state	Unit	FCFA	Total estimated FCFA	Unit €	Total estimated €
1.1. Strategic objective 1: Raise public awareness of the benefits, risks and security of the integrated cross-border electricity market								
1.1.1.	ERERA's 15th anniversary	July / December 2023		1	12.000.000 F CFA	12.000.000 F CFA	18.293,88 €	18.293,88 €
1.1.2.	Creation of a toolbox	July / October 2023; March, June, Sept 2024		1	10.000.000 F CFA	10.000.000 F CFA	15.244,90 €	15.244,90 €
1.1.3.	Strengthening digital visibility	2023 - 2024		1	2.000.000 F CFA	2.000.000 F CFA	3.048,98 €	3.048,98 €
1.1.4.	Revamping the ERERA website	September / Dec 2023		1	2.000.000 F CFA	2.000.000 F CFA	3.048,98 €	3.048,98 €
1.2. Strategic objective 2: Generate and maintain stakeholder interest in the operation and development of the regional electricity market								
1.2.1.	8th ERERA regional forum	July 2023		1	5.000.000 F CFA	5.000.000 F CFA	7.622,45 €	7.622,45 €
1.2.2.	Development and distribution of an annual activity report	January / March 2024		1	5.000.000 F CFA	5.000.000 F CFA	7.622,45 €	7.622,45 €
1.2.3.	Strengthening internal synergies	Sept / Oct 2023 ; January, March/April, Sept/Dec 2024		1	5.000.000 F CFA	5.000.000 F CFA	7.622,45 €	7.622,45 €
1.2.4.	9th ERERA regional forum (2024)	Not defined		1	10.000.000 F CFA	10.000.000 F CFA	15.244,90 €	15.244,90 €
1.3. Strategic objective 3: Gain the trust of donors and investors in the cost-effectiveness of regional electricity market development								
1.3.1	Organization of an annual round table with donors	Not defined		1	10.000.000 F CFA	10.000.000 F CFA	15.244,90 €	15.244,90 €
1.3.2	Participation in the ECOWAS Sustainable Energy Forum	12 / 13 Oct 2023		1	3.000.000 F CFA	3.000.000 F CFA	4.573,47 €	4.573,47 €
1.3.3	Participation in the celebration of World Days or public holidays	2023 - 2024		1	10.000.000 F CFA	10.000.000 F CFA	15.244,90 €	15.244,90 €
1.3.4	Media coverage of visits / exchange meetings	2023 - 2024		1	10.000.000 F CFA	10.000.000 F CFA	15.244,90 €	15.244,90 €
1.3.5	Participation in the 26th Africa Energy Forum 2024	June 2024		1	10.000.000 F CFA	10.000.000 F CFA	15.244,90 €	15.244,90 €
							Total in FCFA	94.000.000 F CFA
							Total in EUR	143.302,08 €
		Non-comm plan activity						
		No financial commitment						
		Partial financial commitment in progress						
		Financial commitment signed and/or executed						

3. MONITORING AND EVALUATION OF THE COMMUNICATION PLAN

As part of the communication strategy development process, and once the communication plan has been validated, it is important not to neglect this step, which is the implementation of a monitoring and evaluation system for the communication plan, which must be structured, systematic and contained.

3.1. Monitoring and evaluation

Inspired by the methodology developed by Caroline Cassidy and Louise Ball, the process is based on 05 steps. It facilitates the communication manager's monitoring and evaluation work by measuring the effectiveness, efficiency, and impact of the key actions in his communication plan.

The aim is to understand what has worked and what has failed. Thus, for each communication action, data collection is essential to check whether the system put in place answers these key questions:



Information can be gathered in a variety of ways, depending on the communication campaign: e-mailing combined with an online survey, interviews, satisfaction sheets collected at the end of a workshop/seminar/forum, face-to-face interviews or focus groups.

3.2. Defining performance indicators

Once the data has been collected, performance indicators need to be defined. The adoption of key performance indicators makes it possible to measure the success of the activity in relation to the objectives set, thus improving transparency and the ability to account for communications expenditure.

The identification of complementary, measurable, and verifiable quantitative and qualitative KPIs (key performance indicators) will enrich the communication plan when it is updated. As specified by the European Union in its visibility manual, a handful of "RACER" indicators (Relevant, Accepted, Credible, Easy to monitor and Robust) are generally sufficient.

Examples of performance indicators for a hybrid event

In addition to readily available quantitative data (analysis of participant satisfaction questionnaires, media coverage, social networking statistics, etc.), qualitative indicators can also be used to effectively manage and measure a communications activity (Annex 1: 2022 EC COMMUNICATION INDICATORS). They are to be used according to the specificity of the communication action to be deployed.

- **Efficiency performance indicators.** These indicators assess the relationship between the result obtained and what was desired. They indicate whether what was requested was actually delivered. They are widely used to measure the audience for an event:
 - Number of people targeted, invited, and number of participants [physical and online] or number of effective contacts
 - Ratio % of target audience / guests / % of participants
 - Cost per participant

- Duration of a participant's involvement in an online event
- **Efficiency performance indicators.** These indicators measure how deliveries have been carried out. They detect, for example, any waste, drift or delays. They will tell you whether the way in which the delivery was made appears to be the most correct and least costly for the company. This indicator is used in particular to measure the specific deployment of the following aspects:
 - Catering
 - Distribution of advertising material
 - Event equipment, an item which often suffers from cost overruns/underestimates at the time of deployment.
- **Quality performance indicators.** They measure the relationship between the number of products or services delivered meeting the standard defined by the company at the time of signing the contract and the total number delivered. It also highlights the end customer's perception of quality when distributing goodies, for example. This indicator is widely used to measure the quality of:
 - Printed media, photo / video
 - Promotional items
 - Catering service, if there was a tasting beforehand

The formulation of monitoring indicators and their integration into the project sheet for the communication action will make it possible to monitor and, above all, evaluate the communication system put in place. These indicators can also be summarized in a matrix of this type:

Activity n°xxx: Title

Expected results	Indicator to monitor	Collection method	Means of verification	Frequency	Responsibility