DIPLOMACY AND COMMUNICATION IN GHANA’S FOREIGN RELATIONS: STRATEGIES AND THE USE OF EMERGING TECHNOLOGIES

BY

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LEGON DECEMBER, 2013
DECLARATION

I hereby declare that except for references to other works which are duly acknowledged, this dissertation is the result of my original research work under the supervision of Dr. Vladimir Antwi-Danso and that this work has neither been presented in whole or in part elsewhere for another degree.

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DATE

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(SUPERVISOR)

DATE
DEDICATION

This work is dedicated to my guardian and spiritual father Apostle Dr. Kwadwo Safo, Founder and Leader of Kristo Asafo Mission of Ghana and in memory of my late mother, Maame Akua Maaboa Boatemaa
ACKNOWLEDGEMENTS

This research work was made possible through the immense and varied contributions both directly and indirectly from a host of people to whom I am so much indebted.

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My next appreciation goes to Miss Sarah Afua Antoe of Kristo Asafo Accra Newtown Branch who typed this research work.
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<th>Full Form</th>
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<tbody>
<tr>
<td>ASEAN</td>
<td>Association of South East Asia Nations</td>
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<td>AU</td>
<td>African Union</td>
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<tr>
<td>CSIS</td>
<td>Centre for Strategic and International Studies</td>
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<tr>
<td>ECOWAS</td>
<td>Economic Community of West African States</td>
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<tr>
<td>FSO</td>
<td>Foreign Service Officers</td>
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<tr>
<td>IEC</td>
<td>Information Education and Communication</td>
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<td>IGO</td>
<td>Inter Governmental Organization</td>
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<tr>
<td>IMF</td>
<td>International Monetary Fund</td>
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<tr>
<td>INGO</td>
<td>International Non-Governmental Organization</td>
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<tr>
<td>MDA</td>
<td>Ministries Departments and Agencies</td>
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<td>MNC</td>
<td>Multi-National Corporations</td>
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<td>NGO</td>
<td>Non-Governmental Organization</td>
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<td>TNC</td>
<td>Trans National Corporations</td>
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<tr>
<td>UN</td>
<td>United Nations</td>
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<td>WTO</td>
<td>World Trade Organization</td>
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COMMUNICATION PLAN/STRATEGIES AND EMERGING COMMUNICATION TECHNOLOGIES

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ABSTRACT

This research work examines the extent to which the use of proper communication planning/strategy and the use of emerging technologies in the field of information and communication can help to promote the effectiveness of diplomacy, which is said to be the communication of the international system. The research work takes an extensive insight into the importance of communication strategies/plans and how they help to provide direction and guidelines to the whole process of diplomacy as an international system of communication, as well as helping to resolve and provide the tools for effective communication. The study conducted unstructured interviews with two former Heads of state, five former Ministers of Foreign Affairs, four former ambassadors, one communication’s expert, and one International Relations expert. The responses were analyzed, and based on the analysis conclusions are drawn, to the effect that properly planned and professionally implemented communication plan/strategy, supported by emerging information and communications technologies, lead to the successful formulation and implementation of foreign policy objectives by nation states like Ghana. Recommendations are made on the above basis that, the Ghana government should treat the development of a national communication strategy as a priority program, and with a sense of urgency to serve as the national policy document, within which framework diplomatic communication, would be carried out.
CHAPTER 1

RESEARCH DESIGN

1.1 BACKGROUND TO THE STUDY

Diplomacy is often defined, in terms of communication, as “a regulated process of communication” \(^1\) or “the communication system of the international society.” \(^2\)

The association of diplomacy with communication has been identified to go far back in history, and it is on the basis of this that both observers and practitioners alike, testify to the vital role of communication in diplomacy. Some scholars even state that “communication is to diplomacy as blood is to the human body. Wherever communication ceases, the body of international politics, the process of diplomacy, is dead, and the result is violent conflict or atrophy.” \(^3\)

Communication is the driving force behind every diplomatic activity. Social communication, including diplomatic communication, involves the transmission of messages to which certain meanings are attached. These messages can be verbal or non-verbal. Just as the verbal components in a normal person-to-person conversation have been estimated to carry little more than a third of the social meaning,\(^4\) non-verbal messages or “body language” constitute important aspects of diplomatic communication.

Diplomatic “body language” encompasses everything from personal gestures to the manipulation of military forces. A handshake, for example, is commonly used as a metaphor for the quality of inter-state relations, transferring the language of personal relations to the international arena. The venue and format of meetings, as well as the shape of the negotiating table (symbolizing
prestige and power) and the level of delegations (signaling interests and intentions of the parties), are other aspects that can be used for subtle “body language.” 5

The above statement clearly demonstrates the fact that, all forms of diplomatic functions involves the application of one form of communication skills and technique, or another. Diplomatic functions, including information gathering, negotiations, promoting commerce, reporting, conflict resolution and many more, which are performed through representation performed by accredited ambassadors, and other diplomatic agents in host states, needs the application and practice of communication methods and techniques in order to perform these functions effectively.

Scholars including Constantinou, Der Derian, Nicholson, Eban, Frey and Frey, Cohen, Dizard and many more, have all argued in support of the long standing inseparable relationship between diplomacy and communication. The important role of communication in diplomacy also stretches the argument further towards the crucial need for the application of modern advances in information and communication technology (ICT), in order to enhance diplomatic communication. The use of computers and other technological gadgets is been established, has enabled, a quicker and efficient acquisition, processing, management and dissemination of large volumes of information which can be transmitted timely and faster to larger audiences across continents.

Writers like Raymond Cohen, 6 Johnson, D. W, 7 have all argued to demonstrate the symbiotic relationship between diplomacy and Communication. They maintain that diplomatic activities
such as, adherence to protocol, information gathering, feasting, negotiations, meetings, conferences, summits, settlement of disputes, and conflict resolution, mediation, signing of treaties, seeking the welfare of individual citizens and body corporate in host states, and many more, are undertaken through the use of one aspect of communication technique or another, including, verbal, and non-verbal, personal gestures, writing skills, relationship building, persuasion, negotiation, mediation and many more, which enforces the relationship between diplomacy and communication.

A country’s foreign policy provides the framework of interaction with the international community and also makes it possible for understanding state–to–state interaction. Again national interest is the central objective of states in the pursuit of foreign policy, including political, economic, security, cultural and social interest, these are supposed to be properly captured, well organized and packaged, and transmitted effectively and consistently through representatives and state institutions so as to derive the intended benefits. This can only be achieved through a well-planned and carefully implemented communication strategy.

The use of the internet and its resources as well as other emerging technologies like social interactive media, such as Face book, Twitter, YOU TUBE, Flicker, and many others, have been identified by experts to provide further boost to practitioners of diplomacy in the performance of their functions. According to some scholars, technological revolutions in the nineteenth and twentieth centuries have changed the premises of diplomatic communication. They cite an example of how the advent of the steamship and railway in the nineteenth century, have increased the mobility of diplomats significantly, at the same time as the invention of the
telegraph permitted fast and direct communication between governments as well as between Foreign Ministers and embassies. Similarly, the developments of air travel and information technology (ICT) in the twentieth century, has added to the ease and speed of movement and communication.

For communication to achieve its objectives in any field, there is the need for proper planning, based on research to identify the need, purposes and goals of communication, stating communication objectives, identification of target audience, crafting of appropriate messages, and the channels for transmission, communication tools, a budget, with an inherent monitoring and evaluation mechanism to track progress and challenges in order to achieve communication goals. When communication activities are undertaken through this process, then it can be classified as a well-planned communication strategy. Diplomacy, by nature, is a well-planned communication strategy intended to foster cooperation and understanding, especially among nations.

1.2 PROBLEM STATEMENT

Communication has become an important aspect of development initiatives in health, nutrition, agriculture, family planning, education, economics, environmental management, security, sustainable development and many more. Various research studies and evaluation reports indicate that the success and failures of most development projects and social intervention initiatives are often determined by two crucial factors: communication and people’s participation. In fact the United Nations Economic Commission for Africa (ECA) has specifically identified lack of popular participation as a major cause of Africa’s development
crisis. On the other hand, development communication experts assert that communication is the basis for generating participation in the process of change and development.\textsuperscript{11}

Participation is necessary ingredient for successful development, both from a political perspective (good governance and a right based approach), and from a technical perspective (long term results and sustainability of initiatives). Again in contemporary times, traditional diplomacy has gone through a lot of transformation as a result of advances in science and technology. These developments in science and technology have also resulted in an improvement in information and communication channels. Channels such as telephone, telex, facsimile, the cell phone, internet and other social interactive media such as Face book, YOUTUBE, Twitter and many more, have increased opportunities for directing communication between people on the human level, creating awareness and making decisions and understanding of cultural differences more and more important.

The internet for instance has made it possible for direct communication between vast number of people from different cultural and linguistic backgrounds. As a result of this revolution in ICT, some scholars are of the view that embassies are becoming obsolete because they could be replaced with a more indirect and faster way of personal communication which leads to less formality and cost. However, selecting any of these more advanced forms of communication channels cannot be done in isolation but through research and proper planning to determine its suitability. On the basis of this, some schools of thought hold it that diplomacy, which is the means of implementing foreign policy of a state, should consider the crucial role of communication, and therefore the adoption of communication planning and strategies. While
facilitating the exchange of diplomatic communication, modern technological innovations mentioned above, have been seen as challenges to ingrained diplomatic procedures. The dramatic development of today’s media and information technology has elicited concerns as to whether ambassadors would become unnecessary when communication strategies and rapid communication could be made with foreign powers.

Since its establishment in 1958, Ghana’s diplomatic service has engaged in many communication activities as part of its diplomatic functions. The question which remains to be answered is the extent to which the adoption and implementation of proper communication planning and strategies, as well as the infusion of these new advances in information and communication technologies ICT, have posed challenges or provided opportunities for the work of traditional diplomats in terms of foreign policy formulation and implementation in Ghana.

Again critical examination and search for literature in the field of the role of communication in diplomacy in Ghana, indicate a wide gap and this study seeks to address these problems.

1.3 OBJECTIVES OF THE RESEARCH

1. To examine the role of effective communication strategies and emerging technologies in foreign relations practice.

2. To explore the influence of communication on diplomacy, foreign policy formulation and execution; and

3. To ascertain the status of communication and emerging technologies in Ghana’s foreign relations.
1.4. RESEARCH QUESTIONS

This study would raise the following research questions;

- Does communication and utilization of emerging technologies enhances diplomacy?
- What role does communication play in diplomacy?
- Why do governments communicate with foreign publics? And,
- How do diplomats appreciate the role of communication in their functions?

1.5 HYPOTHESES

A properly planned and implemented communication strategy, combined with the use of emerging information and communication technologies, would lead to a successful formulation and implementation of foreign policy.

1.6 SIGNIFICANCE OF THE STUDY

The practice of diplomacy and all its related functions has evolved since the ancient time to date. From the interaction of Emperors, Kings Rulers, Princes and their representatives, through the use of Princes and Royals as Envoys, the establishment of permanent diplomatic missions, and the appointment of professional ambassadors and other diplomatic agents, to multilateral diplomacy and summitry. The current international system is becoming more and more complex; there is a rapid transition in international relations coupled with impressive and rapid development and achievement in the field of information and communication technology. The multiplicity of actors in the international system and the ever increasing complexity of issues that need to be tackled had led to an enormous increase in the functions used to be performed by traditional diplomats with new and additional functions emerging.
The introduction of public diplomacy which stretches to various disciplines, require the adoption of in-depth analysis in the area of information gathering, packaging, management and dissemination. Since the above cannot be undertaken in isolation, there is the need for the incorporation of proper planning and strategizing on the part of diplomats in order to make the difficult task of communication easier for diplomats.

However over the years not much has been heard about communication plan and strategy when it comes to traditional diplomacy. This research may be an added effort on how the later could affect the former and would also serve as a useful reference source for policy maker, Foreign Service officers, diplomatic agents in their bid to design appropriate policies with regard to communication planning/ strategy, and diplomacy and communication.

1.7 THEORETICAL FRAMEWORK

This research would be conducted using the theory of international cooperation. Joseph M. Grieco, in his book, Cooperation Among Nations defines international cooperation as the voluntary adjustment by states of their policies so that they manage their differences and reach some mutually beneficial outcomes.\textsuperscript{12}

International cooperation comprises of a number of elements:

Firstly, cooperation involves efforts by states to work together voluntarily. Secondly, it involves the specification by states of some common or at least compatible ends, to which they devote their combined efforts. Thirdly, cooperation signifies not a one-time interaction but rather a longer term engagement.\textsuperscript{13}
Grieco quoted David Mitrany of having expressed the view that there are three technical issues that could be resolved only through cooperative actions across state boundaries. Grieco also sees cooperation as “a subject of manifestation of important aspects for world peace and order.”

The theory of cooperation has been viewed differently by two schools of thought: realist and liberal institutionalists, but for the purposes of this study, the view of the liberal institutionalists appears more suitable and would be employed.

Liberal institutionalists are of the view that in spite of the decentralised nature of the international system, the willingness of states to cooperate and work together has been encouraged over the years particularly with the assistance of international institutions and organisations, which help states to achieve their security goals, resolve and overcome their obstacles. They also concede that aside security issues, which is one of the reasons why states need to cooperate, they grow networks of trade, monetary, capital and technology flows among states. These are also factors that necessitate cooperation among nations.

Liberal institutionalists again argue that the “low politics” in international political economy and especially the success and failure of cooperative efforts among these states are also important domains of international action.

A.J. R. Groom also wrote in his article “The Setting in World Society” quoted by Dougherty and Pfaltzgraff in Contending Theories of International Relations. He defines cooperation as a set of relationships that are not based on coercion or compliance and that are legitimized by mutual
consent of members.\textsuperscript{16} The authors also demonstrates the need for states to cooperate among themselves in order to confront problems which solutions are beyond a state are required. Such problems includes functional sectors like trade policy in which the need for cooperative behaviour is believed to exist; environment, telecommunications, migration, health, investment, monetary policy and airline safety. The mutual gains from cooperative behaviour in such areas are held to outweigh the benefits of acting alone. As quoted by David Mitrany “the more successful cooperation was in one functional setting, the greater would be the incentive for collaboration in other fields.”\textsuperscript{17}

This theory is appropriate and relevant to this study because it provides the basis on the issue of relations building which can be initiated and maintained to achieve its intended purposes through effective communication and mutual respect.

1.8 LITERATURE REVIEW

Writing with particular reference to communication in diplomacy, Christer Jonson and Martin Hall (2002),\textsuperscript{18} places emphasis on trans-historical or timeless aspects of diplomatic communication. The writers argue from the viewpoint of abandoning the state-centric perspective that has dominated the study of diplomacy for centuries, and conceive diplomacy as an institution with the capacity to restructure relations among political authority which has a distinct identity, and has the capacity to mobilize persons and their resources for political purposes. The writers outline various dimensions of the communicative aspects of diplomacy, and proffer examples taken from different eras and geographic regions.
The writers also discuss the constant changes and continuity in the areas of verbal /nonverbal communication, information gathering, diplomatic signaling, interaction capacity and ritualizing, all as very prominent and demonstrative pointers to the communicative aspects of diplomacy.

Mellissen Jan\textsuperscript{19}, in his contribution on the subject matter under the title “The New Public Diplomacy: Between Theory and Practice”, indicated that official communication aimed at foreign publics is no new phenomenon in international relations, but image cultivation, propaganda, and activities that are now labeled as public diplomacy are as old as diplomacy itself.

Mellissen presents the various aspects of public diplomacy and its relevance in international relations, and prescribe it as the new way of conducting diplomatic functions which also requires diplomats to prepare adequately and adopt the appropriate techniques and skills in the conduct of public diplomacy. He made an assessment of the various definitions of the term ‘public diplomacy’ and requests that students and practitioners of diplomacy should critically assess the various ingredients in the definitions, and incorporates them in their engagement in the public diplomacy function.\textsuperscript{20}

Paul Sharp\textsuperscript{21} in providing his perspective on the subject matter of communicative aspect of diplomacy with specific reference to public diplomacy, also maintains that, public diplomacy, the process by which direct relations are pursued with a country’s people to advance the interest and extend the values of those being represented, is an idea that has become a necessary tool in a county’s image building and engagements with publics of other countries. He contends that although different approaches of engagements and application of public diplomacy tools may
yield either negative or positive results, there should not be an expectation of a decline of public diplomacy in international relations in an era where identity projection and social network creation are becoming cheaper.

Sharing their thoughts on the subject matter, two eminent public diplomacy experts, Geoffrey Cowan and Amelia Arsenault touches on what they refer to as “the three layers” of public diplomacy namely, monologue, dialogue and collaboration.

The writers postulate that, Monologic (i.e., one-way) communication and dialogue (i.e., two-way or (Multidirectional) communication is essential and, at times, irreplaceable public diplomacy tools. However, there is a third form of engagement that scholars and practitioners of public diplomacy have generally overlooked. Collaboration—defined here as initiatives in which people work together on joint venture or project—provides an equally critical and, in certain cases, more effective approach to engaging with foreign publics. In this context, the writers would like to draw attention to the fact that, since communication is a two way affair, in which shared meaning is negotiated through interaction or engagement, actors in inter-state relations should take the needs of their audience into consideration in order to derive the required benefits from the relationship.

The conduct of research which is the first step in every communication process, would therefore enable the state to critically examine the needs, perceptions, preferences, social composition, international status, alliances and many others so as to be better informed and positioned to interact appropriately with that particular state or institution or player in the international system.
Presenting their contribution on international flow of information and agents for the dissemination of this information and the considerations with which these agents made their choices or adoption of new and appropriate technological possibilities, how well they use existing ones, how flexible they are. Monroe E. Price, Susan Haas,., and Drew Margolin in the article cited in The Annals of the American Academy of Political and Social Sciences, volume 616, March 2008, indicated that the invocation of new technologies is an obvious and appealing call to modernize, to come to grips with necessities and opportunities.

Again, the authors asserts that these new technologies occur at a time when there is more intense effort to reach for the “hearts and minds” and to influence public attitudes around the world. The writers take an exploratory analysis at the question on how organizational environment influences technological choices and the implications of these choices for garnering loyalties through participation in a global market.

Providing definitions for concepts such as international broadcasting, new technologies, new media environment, the authors mention examples of these new technologies and the transformations that had taken place over the years, the structure and forces, as well as specific cases and instances of adaptations and processes of transformations, relating to that international broadcaster.

The authors provide a case study of the United States of America and conclude on the foundation that, each traditional international broadcaster and the broader class of entities that compete for
audiences, presents its own institutional environment for making decisions concerning the use of new technologies or the adaptation of old ones.

They finally indicated that, the decision on the use of new technologies or the adaptation of new ones is not taken in isolation, but rather is based on the mission and objectives of the conveyor of the message, and its target audiences as well as the objectives the institution seeks to achieve within the international sphere.

Similarly, a state would also not select any new communication technology in isolation, but would rather consider the overall foreign policy objectives that it seeks to achieve and the extent to which the adoption or utilization of that communication technology would contribute towards the realization of those objectives before selecting it.

Commenting on the influence that Information and Communication Technologies have on diplomacy, Thomas Switzer,\textsuperscript{25} a communication director at the American Foreign Service believes that there is no doubt that IT is having a significant amount of transformational impact on traditional state–to-state diplomacy. Switzer uses the internet, as a typical example where many people with common interest can now interact, and share and exchange information and ideas from advocacy groups and tries to influence both local and international politics.

So a head of state for instance may want to engage a colleague head of state in a twitter, or You Tube conversation or send a message through e-mail, or to the Face book wall/ inbox of the
colleague, for several reasons and this may prevent a long distance travel to attend a meeting or summit and would contribute largely to deescalating conflicts or strained relationships.

1.9. SOURCES OF DATA COLLECTION

The study made use of primary data in the form of unstructured interviews from various categories of individuals who have had to either involve in policy formulation or implementation, in the field of diplomacy in Ghana, including, former Presidents J.J. Rawlings and J.A Kufuor, Dr. Obed Yao Asamoah, Mr Hackman Owusu -Agyeman, Nana Addo Dankwa Akufo-Addo, Mr Kwasi Osei Agyei, all former Ministers of Foreign Affairs of Ghana. Ambassador D.K. Osei, Ambassador James Victor Gbeho, Dr. Ekow Spio-Garbrah, Dr. Mohammed Ibn Chambas, all former Ambassadors of Ghana, Dr. Margaret Amoakohene, Ag. Director School of Communication Studies University of Ghana, Legon, and former Ghana’s High Commissioner to Canada, and Dr. Vladimir Antwi-Danso, Senior Research Fellow, Legon Center for International Affairs and Diplomacy (LECIAD). The LECIAD Library was also relied upon heavily as a source of information for this research.

1.10 ARRANGEMENT OF CHAPTERS

Chapter One deals with the Research Design

Chapter Two discusses Communication Plans/Strategies and Emerging Communication Technologies

Chapter Three examines the Role of Communication in Diplomacy

Chapter Four summarizes the findings of the study, states the conclusions and offer recommendations.
1.11 LIMITATIONS

The major limitation of this study was the dearth of literature with direct bearing on the topic, the role of communication in diplomacy, especially in relation to Ghana’s foreign policy.

A lot of the literature on the topic deals with public diplomacy and strategies to adopt by states to perform that aspect of diplomatic function.
7. Online social networking service. Founded in February 2004 by then student of Harvard University Mark Zuckerberg with his colleague students Eduardo Saverin, Andrew McCollum, Dustin Moskovitz and Chris Hughes, [www.facebook.com](http://www.facebook.com).
8. Twitter: An Online Social Networking and Micro Blogging Service That Enables Users to Send and Read Tweets Which are Text Messages Limited to 140 Characters. It Was Founded in March 2006 by Evans Williams, Noah Glass, Jack Dorsey and Biz Stone. ([www.twitter.com](http://www.twitter.com)).
13. ibid, p. 23
14. Low Politics is a concept that covers all matters that are not absolutely vital to the survival of the states, example, economics and social affairs.
17. ibid.
19. ibid
24. ibid
CHAPTER TWO

COMMUNICATION PLAN/STRATEGIES AND EMERGING COMMUNICATION TECHNOLOGIES

2.0 Introduction

Nation states operate within the international system through constant and active interaction with other states and multiples of state actors with the aim of achieving foreign policy objectives which can be achieved through the appropriate diplomatic strategies and the intensification of diplomatic activities.

Such diplomatic initiatives, strategies, and activities should however be well planned and carefully executed to achieve the desired results and an effective communication strategy is the means through which these objectives would be achieved. A communication plan/strategy is “a written statement of what communication actions you will engage in to support specific organizational goals, the time frame for carrying out the plan, the budget, and how you will evaluate it.”

Experts and practitioners therefore agree on a comprehensive communication strategy as the general framework within which a country’s diplomatic communication should be undertaken. What is important to determine, is whether nation states like Ghana, adopt a proper strategy in their everyday interaction or engagement with the international community.
2.1 What is communication?

The term communication has been variously defined by experts and professionals from various fields of human endeavor. The professional background of people influence the definition they give, how they view, and how they approach the term communication. According to Stanley J. Baran, communication is simply the transmission of a message from a source to a receiver. Baran indicates that this definition or view of communication has been identified with the writings of political scientist Harold Laswell, who is reported to have said that the convenient way to describe communication is to answer questions such as:

- Who?
- Says what?
- Through which channel?
- To whom?
- With what effect?

He represents this in terms of basic elements of the communication process as:

Communication occurs when:

**Fig.1.0**

Baran and Lasewell explains the above with the view that, communication does not involve just the sending of mere messages but requires the response of others. Therefore, there must be a sharing (or correspondence) of meaning for communication to take place.

Baran and Laswell again indicates that, for proper communication to take place the receiver must give a response which is called feedback and they consider the feedback also as a message, but now this message is being send from the receiver to the original source, which also becomes a receiver of the feedback.

Hence communication is described by these experts as a reciprocal and ongoing process of interaction, with all involved parties, more or less engaged in creating shared meaning. Communication then is better defined as” the process of creating shared meaning.”

2.1.1 Communication Strategy

Scholars/experts of diplomacy explains diplomacy as the means of communicating your needs, wants, feelings, beliefs and opinions to others in a manner that does not hurt anyone’s feelings. In this sense therefore, the characteristics of diplomacy would include using, clear, open inoffensive communication, being flexible and using specific wording, a positive approach, being non-judgmental and demonstrating a relocked manner, both verbally and non-verbally. The most crucial element is how to communicate effectively taking into consideration, the feelings and values of another so as to create harmonious relationships with a reduced potential for conflict or offense.
Effective communication cannot be undertaken or carried out in isolation but must be a well-planned and carefully executed process. Communication strategies help to achieve this. Companies or corporate organizations design their corporate communication strategies not as a luxury but as a pre-requisite for any organization or corporate entity that wants to engage its stakeholders in a productive, mutually beneficial relationship that furthers the organization’s corporate objectives and good corporate image.

However, to succeed, an organization needs to organize its communications within a well-thought-out framework that holds the various strands of its communications together to enhance communication effectiveness through consistency and feedback. It is the same with countries in their interaction with other nations. Therefore, a country likened to a corporate entity can also make its communications effective only if it has such a framework.

2.1.2 Communication Plan or Strategy Defined

Simply defined a communication (plan) strategy is a well-planned series of actions aimed at achieving certain objectives through the use of communication methods, techniques and approaches. The purpose of designing a communication strategy is to address and solve problems at various levels and this should be done with the people.

A communication plan/strategy is a written statement of what communication actions you will engage in to support specific organizational goals, the timeframe for carrying out the plan, the budget, and how you will evaluate it.⁴
Communication experts, scholars/professionals states that, a written communication plan will therefore generally help to:

- give a country’s day-to-day engagement or interaction a focus;
- help the country set its priorities;
- Provide the country with a sense of order and control;
- help to get the head of state and the executive arm of government as well as the legislature support the program designed;
- protect the country against last minute unanticipated demands from partners and allies; and prevent the country from feeling overwhelmed, offering instead peace of mind to policy makers.

All forms of organizations develop various strategies to communicate their mission and vision to their target audience. Since diplomacy is the process whereby a country interacts with its foreign publics, including other states, institutions, actors and foreign citizens as well, when states adopt the corporate communication strategy model, it would help to ensure effective communication aimed at achieving national interest.

In whatever form a country’s communication is undertaken, it is important that it will be a well thought out program, written, properly planned and well executed, indicating various activities/task to be undertaken by stakeholders, target audience, messages, channels and tools for the delivery of messages, in order to achieve the desired results.

This can be achieved through proper communication plan. Research indicates that poor communication is the most frequently cited source of interpersonal conflict, because individuals
spend nearly 70% of their working hour’s communicating. It is arguable to believe that one of the obstacles to success of group performance is lack of effective communication. A survey conducted by Ladew at different companies for example, reveals that poor communication is the greatest cited source of wasted time, effort and materials, as well as internal and external conflict.

Organization mistrust, decreased employee morale, lack of production and quality of service being provided, could all be attributed to growing poor communication. The root of large number of organizational problems is attributed to poor communication because it has been revealed through research that people typically spend over 75% of their time in interpersonal situations.

Experts have established that, every good communication has to be timely and relevant, demonstrating transparency and honesty. Active listening and willingness to enter into dialogue with others is an important part of effective communication. It helps in building relationships and engenders sense of commitment and belonging. All communications are expected to generate certain outcomes or feedbacks which are meant to be of mutual benefit to the partners involved in the communication activity, if communication is poor, haphazard and unplanned, it is most likely to generate wrong and ineffective feedback or outcomes. Since diplomacy is the process of communication of the international system, it is very critical that states device proper mechanisms that would ensure effective communication within the international system.

2.2 What is a communication plan?

A good communications plan will identify prospective tenants, tell you what is important to them and how your business – and, your properties can satisfy their needs.
For corporate organizations, a communication plan is a written document that describes,

- what the organization want to accomplish with its communications (objectives),
- ways in which those objectives can be accomplished (goals or program of work),
- to whom the organizations communications would be addressed (the audiences),
- how the organization would accomplish its objectives (tools and timetable) and,
- how to measure the results of the organizations program (monitoring / evaluation).

For corporate organizations, communications would include all written, spoken, and electronic interaction with its audiences. A communication plan encompasses objectives, goals, and tools for all communications, including but not limited to:

- periodic print publications
- online communications
- meeting and conference materials
- Media relations and public relations materials.
- Legal and legislative documents
- Incoming communications, including reception procedures and voice mail content;
- Committee and board communiqués surveys
- Certificates and awards;
- Annual reports;
- Signage;
- Speeches; and invoices.

For nation states, communications will include but not limited to:

- national anthem;
- national flag;
• national pledge;
• national colors;
• coat of arms;
• budget statement;
• national constitution and other statues;
• speeches by heads of state / presidents;
• credit ratings;
• audited accounts;
• military / security apparatus
• treaties with other states and international organizations;
• public buildings;
• castles, forts, museums and monuments

Corporate organizations device means and strategies of effective communication both internally and externally with various categories of publics in order to improve upon the services they provide, best customer relations, to maximize profit and improve upon their corporate image.

Nation-state’s in similar vein interactions within the international system, is meant to promote good interstate relations, facilitation and promotion of trade and investment, helping to manage and resolve conflicts, promotion of good neighborliness, promotion of peace and security, effective settlement of disputes, and promotion of social economic well-being of citizens, all aimed at achieving over all foreign policy objectives.

The intensification of diplomatic activities to help in achieving these and other objectives is very critical to the survival of every state within the international system so it is on the basis of this
that diplomatic communication should be designed and executed in a more professional and effective manner so as to help states achieve their foreign policy objectives.

### 2.2.1 When to develop the plan

Corporate organizations consider the best time to develop a communication plan as the period when it is undertaken in conjunction with the annual budgeting or organizational planning process. But for nation states, it would be appropriate to be undertaken as part of the national development planning in conjunction with the annual budgeting process incorporated in the national foreign policy objectives or framework.

### 2.2.2 Where to get information

For corporate organizations the grist for the plan generally comes from five sources.

- the organizations’ mission statement
- a communication audit
- market surveys and focus groups
- committee and leadership inputs, and
- discussions with other staff and departments.

For states it would be appropriate to broaden the sources to include:

- the overall stated national development agenda
- the head of state or presidents vision,
- cabinet
- parliament;
- judiciary
• foreign ministry
• finance ministry
• defense ministry
• ministry of trade and industry
• ministry of information
• ministry of communication
• ministry of justice
• attorney general’s department
• ministry of chieftaincy and culture.
• state protocol
• national development planning commission
• national communication planning committee
• other relevant MMDAs
• foreign missions
• academia
• civil society organizations
• public opinion

2.2.3 How to develop the plan

Communication experts prescribe the following steps for the development of an effective communication plan for corporate organizations but may differ in some instances for states. The steps are also not mutually exclusive but complimentary. The first step is to:
• **Conduct a research/communication audit:**

This would help to evaluate the current communications of the organization. Some organizations may hire professional firms to do this (but the price for the objectivity of an outside auditor can be high).

When the organization chooses to conduct its own internal communication audit, experts’ advice for the organization to look out for the following:

Set SMART objectives.

what every top official is doing in the way of communication

what each department/section is doing in the way of communication,

what each communication activity is designed to achieve,

how effective is the activity.

Similarly a nation state in conducting an initial communication audit should also look out for SMART objectives that is:

What every top government official is doing in the area of communication,

What each ministry, department or agency is doing with respect to communication,

What each communication activity is designed to achieve, and

How effective is the activity.

To get the necessary answers the nation state needs to:

• brainstorm with various state agencies engaged in communication,

• talk to all relevant MDAS,

• interview the head of state,

• interview foreign ministry officials,

• interview foreign service officers (FSOS)
- interview cabinet
- talk to national communication committee members
- conduct a national survey,
- host focus group discussions.

**Define objectives:**

Armed with the information from the audit, the state needs to define its overall communication objectives – the result it wants to achieve.

These might include:

- excellent attraction from other states
- draw solidarity and attraction from foreign publics.
- achieve a more centralized communication effort (at the national level).
- improved relationship
- be more visible and active player in the international system.
- influence other international non-state actors, the media, NGOS, IGOS, MNCS, TNCS, achieve overall national interest.

**Define target audience:**

At this point the state should list all the audiences that the state might contact, attempt to influence or serve, included on the list may be:

- governments / heads of government of other states
- institution of governances of other states
- heads of international organizations
• international organizations
• regional organizations
• sub-regional organizations
• international non-governmental organizations
• international inter-government organizations
• multilateral corporations
• trans-national corporations
• foreign security and military institutions
• heads of foreign security and military institutions
• foreign parliaments and legislative assemblies
• international news media
• other non-state actors
• general public of foreign states

This list is not limited to the above.

**Define goals**

With stated objectives, and considering available human and financial resources, define goals in other words program of work for each objective. Goals include general programs, services, products activities that you will use to achieve stated objective.

For example, if the objective is to achieve excellent attraction from other states, goals might include to intensify education for foreign publics’ engagement and interaction, special communication directed towards specific groups of foreign publics, a reference manual for long
term aims, behavior and complaints and misconceptions, and intensification of information dissemination and information for foreign publics.

- **Identify tools / channels**
  
  This point is where the decision is taken about what tools would be used to accomplish stated goals. These tools can be anything from a simple flyer to a glossy magazine, advertisement in international news media, including, televisions, radio, newspapers, and on the internet, country profile or documentary, don’t overlook less obvious tools such as posters, report covers, cards and web sites, and brainstorm with the national communication planning committee members.

- **Establish a timetable**- once objectives, goals, audiences and tools have been identified, quantify the result in a calendar grid that outlines roughly what projects will be accomplished and when. Separate objectives into logical time periods (monthly, weekly, every three months etc). (Communication plans are suppose to be implemented over a specific period so as to make it a live document that can be reviewed to take on board new ideas and changes as they occur)

- **Evaluate the result**: - It is always important for every communication plan to have an inbuilt method for measuring results, since the communication plan is a living document. A communication plan for an entire country would take a lot of effort and resources to develop.

In the same way it should take a lot of effort, and resources to undertake periodic monitoring and evaluation to track progress, shortfalls, challenges and shortcomings, in order to make it a forward looking and results oriented document. For example, the evaluation might be on periodic
basis, either a monthly or quarterly report (which one would be considered appropriate), on work in progress. Ministries, departments, agencies and institutions would be making formalized reports for presentation during communication monitoring and evaluation committee meetings, periodic briefings of the head of state, and other top government officials, and a – year – end summary for the annual report.

2.3 Developing a communication plan: exploring the options

The purpose of designing a communication plan is to address and solve problems at various levels and this should be done with the people not just for the people. Several communication approaches and options are available. Communication experts argue that the selection and suitability of an approach is determined by communication objectives, target audience and anticipated responses.  

He further enumerates the following options and approaches for consideration by prospective communication strategy developers to guide their communication activities. Extension / diffusion of Innovation, Network development and documentation, ICTs for development, social marketing, behavior change communication, Edutainment (EE), social mobilization, information, education and communication (IEC), Development support communication (DSC), Participatory communication, indigenous communication and Advocacy communication, etc. However, we can group these under two broad headings – monologic / modernization / diffusion models and the dialogic / participatory models.

- **Monologic model**: He describes the monological model as the one that can be likened
to the development communication perspective known as “diffusion”. It is based on the one way flow of information for the purpose of disseminating information and messages to induce change. Its main intentions can be divided into two different types of application (1) communication to inform and (2) communication to persuade. “Communication to inform” typically involves a linear transmission of information, usually from a sender to many receivers, it is used when raising awareness or providing knowledge on certain issues is considered enough to achieve the intended goal (for example: informing a community about the activities of a project or informing the public about a reform coming into effect). In other instances, the dissemination of information is only a temporary stage to be reached in a longer process aimed at achieving behavior changes. This modality can be labeled “communication to persuade”

- **Dialogical model**: The author describes this model as being associated with the emerging participatory paradigm. He indicates that it is based on the horizontal, two-way model of communication, creating a constructive environment where stakeholders can participate in the definition of problems and solutions. The main purpose of this model can be divided into two broad types of applications: (1) communication to assess; and (2) communication to empower. “Communication to asses” is used as a research and analytical tool that, thanks to its interdisciplinary and cross-cutting nature, can be used effectively to investigate any issue, well beyond those strictly related to the communication dimension. The power of dialogic communication is applied to engage stakeholders in exploring, uncovering, and assessing key issues, opportunities, and risks of both a technical and political nature.

Communication approaches based on dialogue, which allows sharing of information, perceptions and opinions among various stakeholders, invariably facilitates their empowerment. Dialogic
communication is not just the exchange of information and experiences: it is also the exploration and generation of new knowledge aimed at addressing situations that need to be improved. The overall goal of the dialogic mode is to ensure mutual understanding and to make the best use of all possible knowledge in assessing the situation, building consensus, and looking for appropriate solutions.

- **Multi-track model**

Due to the number of audiences that nation states deal with, and the ever increasing number of actors, communication experts prescribe the Multi-track model for nation states, because it combines the richness of the monologic and dialogic approaches, incorporating aspects of the wider environment that influence (and constrain) structural and sustainable change.

When the two – monologic and dialogic – are fully understood and properly applied, the resulting communication design helps to facilitate and engender true and genuine participation.

2.4 Steps in Developing a Multi-Track Communication Plan

According to Kwasi Opoku-Amankwa the basic steps in developing a multi-track communication plan can be divided into four phases:

1. **Communication – Based Assessment**

Formative assessment of the stakeholders by gathering and analyzing information, through largely qualitative approaches and supported with existing quantitative data. Assessment provide information on the social characteristics of the stakeholders: age, employment, education, media habits, issues/things that motivate them to change, their belief systems, and key influencers, where they live, their perceptions and attitudes.
Information gathered and analyzed will guide the approaches to use in the communication and the kinds of messages to design for maximum effect.

2. **Communication Strategy Design**

Set SMART objectives

Identify stakeholders

Type/level of change expected

Communication channels/approaches/activities

Message and target issues

Develop communication materials

Preset communication in materials, review and use.

3. **Communication Action Plan**

Objectives

Stakeholders

Activities

Resources needed (human/materials)

Party responsible / who is going to do it.

Time frame

Expected outcome

Budget
4. Monitoring and Evaluation

5. Participatory monitoring and evaluation where all stakeholders are involved in the tracking of progress and shortcomings, and also responsible for ensuring the successful implementation of the plan.

2.5 Emerging communication technologies

As a system of communication between polities, diplomacy has been influenced by the development of available means of communication and transportation. Most importantly, the speed of diplomatic communication has varied greatly over time. In the Ancient Near East, diplomatic missions could take years to complete.

In the Amarna Letters there is reference to a messenger being detained and thus bilateral communication being interrupted, for six years. In the Sixteenth Century for example, it took four months for a Hapsburg diplomat to travel to Moscow, and in the Seventeenth Century, it took eleven days to send a courier from Paris to Madrid by land. Still by the end of the eighteenth century the U.S. President could write a memorandum to his Secretary of State, lamenting the fact that the ambassador in Spain had not been heard from for two years. “If we do not hear from him this year,” he added, “let us write him a letter.”

It was only in the nineteenth and twentieth century’s that technological revolutions changed the premises of diplomatic communication. In the nineteenth century the advent of steamships and railways increased the mobility of diplomats significantly, at the same time as the invention of the telegraph permitted fast and direct communication between governments as well as between
foreign ministries and embassies. The development of air travel and information technology (IT) in the Twentieth Century added to the ease and speed of movement and communication.

While facilitating the exchange of diplomatic communication, these technological innovations have been seen as challenges to ingrained diplomatic procedures. For instance, the Royal Commission of 1861, which investigated the British Diplomatic Service, dwelt on the influence of the telegraph on diplomacy and wondered whether ambassadors would become unnecessary when such rapid communication could be made with foreign powers.\footnote{11}

The dramatic development of today’s media and information technology has elicited similar concerns. Thus a recent CSIS (Center for Strategic and International Studies)\footnote{12} report admonishes that “the conduct of American diplomacy faces unacceptable gaps between its outdated practices and the requirements of the new age of information.”\footnote{13}

One of the obvious effects of the IT revolution is that diplomacy has lost its position as the main facilitator of contacts and communication across state boundaries. Another effect is that, compared to earlier periods when it took a long time to relay instructions, the actions of diplomats are today much more circumscribed. Moreover, direct contacts between political leaders have become more frequent – “as communications become easier the nomadic instinct is given greater scope,” in Abba Eban’s words. George Ball, a senior US diplomat, lamented in the early 1908s that “jet planes and telephones and the bad habits of Presidents, National Security Assistants and Secretaries of state had now largely restricted ambassadors to ritual and public relations.”\footnote{14}
The contemporary emphasis on speed often forces decision-makers to react instantaneously to international events, bypassing traditional diplomatic channels. In the age of abundant and instant information combined with intrusive media, the moderate tempo of traditional diplomatic communication, which allowed for careful deliberations of signaling strategy and interpretation, seems irrevocably lost.

According to Price Monroe, Susan Haas, and Drew Margolin:

“New technologies, particularly the internet, but with a retroactive implication for all efforts, have radical implications for the style of delivery and not only its physical mode with cable and satellite have come the fierce engine of multi-channel competition and the rise of riche audiences.”\textsuperscript{15}

With the internet and broadband has come the culture of interaction and user-originated content. They define “New Technologies”, as far more than reaching more people, reaching faster, penetrating through greater barriers. But it means, or generally compels a meaning of altered modes of thinking through the relationship between the content provider and the audience. “In this way, new technologies beget a new media environment.”\textsuperscript{18}

Information technology has exploded into public view and it is everywhere, especially in the popular media. From the use of only electrical or mechanical devices such as the telegram, typewriters, calculators by the diplomatic service since the 19\textsuperscript{th} century, there has been a significant development and advancement in the field with various creation of a vast number of technological devices and facilitating faster and effective information and communication and at
a lower cost from one place to the other as compared to the use of human agents as the only source of intermediary.

There has been an automation of those devices currently with the introduction and advancement of other systems such as the telephone, telex, facsimile, satellite, computer, the internet, the electronic mail E-mail), and video conferencing, and many more. There continues to be much more rapid advancement and improvement in these information and communication technology devices especially on the internet, examples which include social interactive media such as Face book, Twitter, YouTube, flicker and many more.

The use of the various devices in advancing the work of diplomats is not in doubt, although there might be some challenges associated with the use of a particular device if not properly applied or carefully selected for a particular purpose.

This research would discuss some examples of the social interactive media on the internet including, Face book, Twitter and YouTube.

2.5.1 Face book

Founded in 2004 by a then Harvard University graduate Mark Zuckerberg with his colleague roommates, Face book has become one of the popular free online social networking service that allows registered users to create profiles, upload photos and video, send messages and keep in touch with friends, family and colleagues. The site is available in 37 different languages, and it is estimated to have over 1.11 billion active users as at March 2013.16
Face book has services such as user profile, News Feed, Face book Notes, messaging, Voice calls, Video calling, following and many more. User profile users can create profile with photos, lists of personal interests, contact information, and other personal information. Users can communicate with friends and other users through private or public messages and a chat feature. They can also create and join interest groups and “like pages” (called “Fan pages” until (April 2010), some of which are maintained by organizations as a means of advertising. Many new smart phones offer access to face book services through either their web browsers or applications. Face book also has “usernames” feature whereby pages can be linked with simple URLs (Universal Resource Locators) such as http://www.facebook.com/profile, Php Id=20531316728. Face-book also has one of the most popular applications - the photos application, where users can upload albums and photos. Face book allows users to upload an unlimited number of photos.

Other services include Face book, Notes, Messaging, voice calls, Video calling and many more. These have a lot of benefits for users to transmit and share information in a much more easily and interactive manner. These facilities on Face book would add a boost in terms of quick access, reaching large audiences, better interaction between and among stakeholders within the international system.

News feed: News feed was announced on September 6, 2006, which appears on every user’s homepage and highlights information including profile changes, upcoming events, and birthdays of the user’s friends. This enabled spammers and other users to manipulate these features by creating illegitimate events or posting fake birthdays to attract attention to their profile or cause.
2.5.2 Twitter

Created in 2006 by Jack Dorsey, Twitter is an online social networking service and microblogging services that enable its users to send and read text based messages of up to 140 characters known as “tweets”. As at 2012, Twitter has over 500 million registered users, generating over 340 million tweets daily and handling over 1.6 billion search services per day.\textsuperscript{17} Twitter is said to be one of the ten most visited websites on the internet, and has been described as “the SMS of the internet: unregistered users can read tweets, while registered users can post tweets through the website interface, or SMS, or a range of application software application for mobile devices.\textsuperscript{18}

Twitter, with its widespread usage and popularity, especially allowing viewers of television programs to send tweets on issues and topics being discussed, is ranked as one of the ten most-visited websites by Alexa’s Web Traffic Analysis. Twitter can also be used as an appropriate medium of interaction in public diplomacy and other international outreach activities by nation states. It is important therefore for a national communication plan to incorporate the use of Twitter as one of the channels for transmitting and disseminating information.

2.5.3 YouTube

It was created in February 2005 by three former e-commerce businesses – PayPal employees, Chad Hurley, Steve Chen, and Jawed Karim. YouTube is a video-sharing website on which users can upload, view and share videos. YouTube uses Adobe Flash Video and HTML5 technology to display a wide variety of user-generated video content, including movie clips, TV clips, and music videos, as well as amateur content such as video blogging, short original
videos, and educational videos. Most of the content on YouTube is uploaded by individuals, although media corporations including CBS, the BBC and other organizations offer some of their material via the site, as part of the YouTube partnership program, unregistered users can watch videos, while registered users can upload an unlimited number of videos. YouTube is owned by Google since 2006.  

These services on the Internet, like the earlier innovations and advances in information and communication technology such as the telephone, intercom services, voice over internet protocol, the answering machine, caller/hide identity, teleconferencing, the telex, facsimile, the computer, the operating system, the network system, the intranet, the extranet, database, the computer virtual office, communication satellite, video conferencing, person to person conference, group conference, broadcast, the internet and its resources like, the world wide web, the electronic-mail (e-mail), Usenet, telnet, have brought significant changes and improvement to traditional diplomacy. Heads of state can engage their colleague Heads of state in conversations through You Tube and this can save distance and time. It can also help to speed up actions to be taken on international issues. The international news media also provide an enhanced platform for diplomatic engagements where issues a brought to the doorsteps of a larger audience.

These new emerging information and communication technologies, has provided a major boost in the area of public diplomacy, where states could get direct access to foreign publics, without passing through any intermediaries like envoys or diplomatic missions. It has brought events and
happenings to the door steps of citizens and improved advocacy and active participation in international discourse.
END NOTES

5. (www.cba.neu.edu/ewertheim/interper)
12. www.csis.org/ics/dia
17. Wikipedia.org/twitter
19. Wikipedia.org/you tube
CHAPTER 3

THE ROLE OF COMMUNICATION IN DIPLOMACY

3.0 Introduction

The preceding chapter examined the importance of a communication strategy and how it serves as a guide for all communication activities of corporate organizations as well as nation states. It also looks at how the selection and utilization of emerging communication technologies in traditional diplomacy by states could help in achieving foreign policy objectives. It has therefore been suggested that the development of a proper communication strategy by nation states, has become imperative for diplomats in dispensing their duties and responsibilities.

Although there is evidence to prove that Ghana’s diplomatic service, like any others in the world, has made use of various forms of communication activities and also the introduction of emerging information and communication technologies in the conduct of its activities, proper communication planning seems to have not been given the needed attention it deserves. This chapter therefore examines the important role of communication in Ghana’s diplomatic service, how proper communication planning would help to facilitate the achievement of foreign policy objectives, and how the utilization of emerging Information and Communication Technologies, like social interactive media on the internet could help to provide a boost for diplomatic activities.

Diplomacy is all about communication and the quality of it is very crucial. Communication is understood only through the meanings behind words. Diplomacy deals with relationship between countries, between governments, and between individuals.
According to Palmer and Perkins communication is therefore, very central to that relationship\(^1\), communication forms very critical part of the work of Foreign Service Officers (FSOs) and all other diplomatic agents and it is very important for a lot of effort to be made by countries in providing adequate and quality training on effective communication for all categories of diplomatic agents.

Nation states interact and engage each other on regular basis, and all these engagements are driven by communication. Relationship among group of nations such as The Economic Community of West African Stats, (ECOWAS), Association of South East Asia Nations, (ASEAN), North American Free Trade Area (NAFTA), and several others cannot be relevant and beneficial without effective communication. Communication therefore can be seen as the vehicle which drives the relationship of the international system.

Communication has also become more vital in the modern day due to the multiplicity of the media at the global level where there are thousands of media of information. The ever–changing forms of technology in the media of information and consumers of information such as radio, television, cell phones, which presents huge implications and complications for diplomatic practice.

The means and forms for information gathering, processing and dissemination is also constantly changing and these constant changes require a more professional and expert approach to communication. Much more effort and attention should therefore be channeled through the
training of FSOs in the area of communication as the vehicle that would help to drive all diplomatic activities.

As a sovereign state Ghana interacts with the rest of the international community on constant basis and these engagements within the international system requires proper and adequate training both for individuals and institutions within the diplomatic service to ensure effective communication. Good communication skills are an art which would determine the effective management of relations between states. According to Palmer and Perkins\(^2\) the duties of diplomats as including the drafting of a wide variety of bilateral and multilateral arrangements embodied in treaties, conventions, protocols, and other documents of a political, economic, and social nature.

Their subject matter ranges from the creation of international security organization, through territorial changes, establishment of rules to govern international civil aviation, shipping and telecommunications, and adjustment of international commercial relationships, to such particular matters as immigration, double taxation, waterway rights, tourist travel, and exchange control. Almost the entire gamut of human activities is covered.”

Furthermore, various definitions and explanations of diplomacy, emphasizes the communicative aspects of diplomacy.

The Oxford English dictionary defines Diplomacy as\(^3\):

The Management of international relations by negotiations
The method by which these relations are adjusted and managed by ambassadors and envoys

The business or art of the diplomats

Skill or address in the conduct of international intercourse.

According to Satow, 4 “Diplomacy is the application of intelligence and tact to the conduct of official relations between the governments of independent states.”

Diplomacy is in fact the best means devised by civilizations for preventing international relations from being governed by force. International relations operate between power politics and civilized usage for the nation to derive its set goals and objectives and its methods are varied with the political conventions of each age.5

From the duties of diplomats stated above, the definitions and explanations of diplomacy by Scholars, it is obvious that nation states like Ghana are under obligation to put in all the necessary mechanisms to provide adequate training for all diplomats in the field of effective communication so as to equip them with the necessary skills and competence to achieve foreign policy objectives.

Communication and diplomacy takes place at various platforms within the international system and the better Ghanaian diplomats are equipped with the skills and competence in effective communication, the better they would be positioned to drive the foreign policy agenda of the state effectively, and efficiently.
The international platforms for diplomatic engagements include Summits, conferences, negotiations, conflict management/resolution, protocol, and periods of war.

3.1 UN General Assembly

This is the forum where heads of states are given an equal platform at the world stage to express their views on events happening within the international system. They use the opportunity to state positions of their respective countries in unambiguous terms, and since all meetings of the General Assembly are broadcast live to the international community, the speeches of heads of states are given prominence here.

It is expected that heads of states of all member countries get the opportunity to exhibit their communication skills in the area of public speaking, practicing all the skills required for the audience to understand the message being put across. Without the requisite training, and skills in communication, Ghana’s heads of states would be found wanting and be ridiculed by the rest of the international community. Most importantly, the nation’s expectations in terms of foreign policy benefits would not be met.

This is communication at its best. Heads of states are supposed to be coached by experts from their respective countries in speech writing, public speaking and presentation skills in order to communicate effectively to their global audience and be understood.

At the sessions of the General Assembly, representatives of states engage in discussions with states, international organizations, institutions of states and a host of international non-
governmental organization, and Trans National corporations. Resolutions are passed or adopted, agreements are reached and several committees are formed and all these are meant to be captured in the most appropriate language, following the rules of excellent writing skills, accurate and effective presentation of facts and ideas, good sentence constructions, which constitutes the rudiments and essentials of effective communication.

Apart from the main agenda or issues for discussion at the General Assembly meetings, bilateral engagements also takes place among representatives of states, governments and institutions in various aspects of diplomatic issues such as trade negotiations and agreements, disputes about border demarcations, conflict mediation/ resolution, project financing and many more. These engagements require the application of communication techniques and skills in order to achieve the desired foreign policy objectives. It is very crucial therefore for a national communication strategy that would prescribe the mode and method of training on diplomatic communication for heads of states, indicate the individuals and state representatives that would be responsible for such training, as well as the outcomes expected from the training.

The national communication strategy document would also prescribe the training required for other state representatives who would be accompanying the head of state to such high level international platforms to do business on behalf of the state.

3.2 Summits

Summits of heads of state and governments of nation states are another major platform where diplomatic communication takes place. Such meetings like, ECOWAS, summits AU – African Union Summit, Non – Aligned movement, Commonwealth summit and many more, are major
platforms of interaction within the international system. These summits could be at the sub-regional, regional or at the global stage, between heads of states on particular subject matters of importance and of common interest to their respective states. The issues ranges from trade negotiations, common infrastructure, security, climate change, conflict resolutions, economic cooperation, disease control or prevention, energy, joint military actions, arms treaty and many others.

Here communication skills are of paramount importance, where the heads of states are supposed to be conversant with the rules of group communications, person to person interaction, message delivery, inter-personal communication, public speaking as well as writing skills (although most heads of states have speech writers), they deliver messages and interact at the personal level, hence limited or lack of knowledge in this aspect of communication would not bring about the required benefits to the state.

Again during such summits, bilateral engagements also takes place at the corridors between heads of states and other officials of state on very important issues of mutual benefits, which requires excellent communication skills to push the nation’s position on a particular matter, or to negotiate properly on behalf of the state.

A national communication strategy would help to provide the necessary guidelines for effective training and tools in diplomatic communication, in this direction.
3.3 Conferences

Various conferences, mostly under the auspices of sub-regional, regional and international organizations also provide the forum for diplomatic communication at the international level. These meetings bring together individuals of diverse backgrounds, including representatives of states, state institutions, international organizations (IOS) inter-governmental organizations (IGOS), non-governmental organizations (NGOs), international organizations and several others, who confer about particular topics, such as climate change, health, poverty alleviation, global security, conflict management, debt crisis, economic meltdown, terrorism, women and children rights, refugee situations and many more. Examples of such conferences include world conferences on HIV aids, world conferences on debt sustainability, world conferences on human rights, conferences on women and many more.

“Information is knowledge, information is power, information is security” (Christiane Amanpour, CNN Anchor). It is therefore crucial for a communication strategy to indicate the national sources of information, how to access such information and most importantly how to process the information in other to equip state representatives on such conferences with such information on these stated topics for discussion, in order for them to contribute effectively to on issues and policies and agreements, that would inure to the benefit of the state.

During such conferences, participants practice communication in all its finest forms to achieve the stated objectives of the conferences. This meetings requires the active involvement of states representatives who are supposed to be well vexed in communication skills and techniques of all kinds including excellent writing skills, adequate research to acquire the relevant information,
and knowledge acquisition, speech/report writing, message delivery techniques, presentation skills, and group communication skills in order to be effective and active. A national strategy should explicitly spell out how to provide its representatives with such skills and techniques in their discourse within the international system.

### 3.4 Negotiations

According to Berridge, “Negotiation remains the most important function of diplomacy.” He further explains that, “this is, in part, because the diplomatic system now encompasses considerably more than the work of resident missions, and negotiation becomes more and more its operational focus as we move into the realms of multilateral diplomacy, summitry, and that other growth sectors of the world diplomatic system-mediation. Furthermore, it hardly needs laboring that it is the process of negotiation that grapples directly with the most threatening problems, whether they be economic dislocation, environmental catastrophe, war, or global financial meltdown.”

Berridge also referred to negotiations as ‘an art’, and it therefore needs to be studied, acquired, and imbibed by all practitioners of diplomacy. Demonstrating the skills in negotiating would also mean having the knowledge and competence in interpersonal communication in order to engage and negotiate effectively with different groups of people with different expertise, experiences and competence.
State representatives and officials within the diplomatic service are tasked with the responsibility of negotiating on behalf of their states at international platforms such as World Trade Organization (WTO), on trade tariffs, quotas, customs exemptions, tax waivers, and many more. At International Financial Institutions such as International Monetary Fund (IMF), World Bank, and also with other Aid agencies and development partners for loans, grants, and various international transactions. The mandate given to such representatives do commit the state under various forms of agreements, treaties, and international protocols, which when not approach with tact, finesse, and adequate knowledge and expertise, could have dire consequences for the state.

It is of paramount importance therefore for a national communication strategy to capture diplomatic communication training required for these representatives, identify the necessary tools to be provided to build their capacity, competence and capabilities to ensure that the negotiate effectively to the benefit of the state.

3.5 Protocol

Protocol may be defined as “the observance of official formality and etiquette.” Etiquette itself may be defined as the “conventional rules of personal behavior in a polite society.

Diplomacy entails such activities as visits, negotiations, representations, participation in international conferences or organizations and conclusion of treaties, among host of others. Throughout history and across cultures special emphasis was placed on dealing with people, particularly those in positions of influence and importance. Thus, due deference was paid to those in various echelons of authority as a sign of respect to the positions they occupied.
This required according such dignitaries a certain level of etiquette based on what could be described as “accepted good behavior,” or protocol. Protocol formalizes the channels of communications between states and governments.

In that regard, protocol cannot be considered as an end in itself but only a means by which states do business among themselves, a means of getting along.

But accepted good behavior or etiquette is dictated by the culture, norms and practices of a given society. Thus even though the etiquette one is required to observe when visiting a Chief in his Palace in Ghana may not be found in international conventions they are required to be strictly observed. Protocol, therefore, also takes its source from customary practices within a given society.

Throughout history, protocol has been used as a tool of communication; it can be breached to serve as an insult and an expression of dissatisfaction or displeasure. Protocol can also be used to show the high level of friendship among countries or among leaders. This is usually demonstrated through exchange of visits, the level of courtesies provided to a guest, a hug in place of a handshake, or a simple handshake where none existed before.

Protocol is dynamic and flexible. It varies from one society to another and changes as times changes, protocol is also a reflection of the culture of the people and can therefore be used to portray a country’s culture. It is in this regard that diplomatic agents ought to be more conversant with all protocol arrangements as a major toll for communication between states.
3.6 Media Diplomacy

Ambassadors and other diplomatic agents in performance of their diplomatic functions also should develop communicative tools that would enable them interact with both nationals and non-nationals of their states.

These tools may include the use of both local and international news media such as radio, television, newspapers, newsletters’, magazines and the internet as a means of engagement with various publics to achieve some set of foreign policy objectives.

For example a Ghanaian ambassador in a particular country may design a newsletter, that he/she can title, “Ghana Watch” where important events happening in Ghana, on very important topics like education, health, infrastructure development, economic, growth, politics, elections, labor, investment, and many more, that are captured in local newspapers, could be packaged, edited, and distributed to Ghanaian nationals residing in the United States of America.

Again a business brochure specifically designed and edited for example, by the US Ambassadors and his staff indicating investment opportunities, tourism, politics, hospitality of its citizens, could also be prepared and distributed to business groups, potential investment community, the private sector, states departments and agencies of the receiving state in order to attract foreign direct investment into Ghana’s economy, and also promote the nation as a preferred destination for investment and tourism.
Ambassadors can also participate in Radio and TV programs in the receiving state as a means of educating, informing and promoting his country to the nationals of the receiving state.

Similarly, ambassadors and high commissioners could also write articles, in magazines and newspapers, both local and international, on a number of topics and all these, requires a better understanding and grasp of the act of communication, in writing articles in newspapers, magazines, reporting news writing, editing and packaging, speeches, interpersonal, non-verbal etc. All these should be incorporated in a national communication strategy with policies for training on knowledge on publications as such for ambassadors to publish official newsletters, brochures, country guides, flyers, newspapers and many more as part of their functions.

Again knowledge or the ability to assembly experts in advertising and branding, to brand the state in international news media should be incorporated in the national communication strategy for ambassadors and other diplomats of the state.

Meetings with various groups including nationals of the host state, national day celebrations, meeting with nationals of their own states living or doing business in the receiving state, media encounters, press, and conferences as well as inviting the press to cover functions of the mission, cannot be done without proper training, skills, techniques, knowledge and competence in effective communication.

Ambassadors could also develop their own blogs on the internet and share information with the international community on topical issues of mutual interest. Without adequate knowledge in communication skills and techniques, these cannot be possible.
It is important therefore for diplomats to be given training in the following aspects of communication in order to perform their diplomatic communication functions effectively.

### 3.7 Public Diplomacy

Advances in technology and the multiplicity of actors within the international system has brought to the fore, the argument of removing envoys and ambassadors as intermediaries between states and its citizens where citizens of hosts states are engaged directly by foreign governments, through a variety of media.

Direct radio and TV programs which are directed at the citizens of receiving states, specially a prepared publication for specialized groups within the state like students, business community, investors, academia, sportsmen, with the aim of attracting their attention to what a particular state has to offer, has gain popularity in recent times.

The use of the internet and its resources has also provided a major boost to the public diplomacy function by states. Personal E-mail accounts that are available for messages to be sent direct to millions of citizens living anywhere across the world, the ever increasing internet resources like the myriad of social interactive media such as Face book, Twitter, Flicker, You Tube, Skype have all provided a boost to nations engagement of foreign citizens where messages in both text, audio and visuals could be sent to people from all walks of life in an interactive manner for instant feedback.
The purpose for the utilization and incorporation of all these tools, how and what they should be used for, and the audience they are intended to reach, as well as the expected feedbacks, need to be captured within a national communication strategy and directions and training given to the diplomatic service for their adoption and use.

3.8 Economic Diplomacy

As a developing country with numerous developmental challenges like unemployment, poverty, inadequate infrastructural development, low productivity, insufficient revenue, lower economic growth rate, lack of debt sustainability, lack of proper healthcare, budget deficit, and many more, one major area that should be given particular attention and treated as a national foreign policy priority, is economic diplomacy.

A national communication policy should capture this as a priority program in the nation’s international discourse and indicate individuals and institutions within and outside the diplomatic service who would be engaged in public diplomacy for the state and the mode of training to be given to them. Here issues of investment, employment creation, value addition to local raw materials in the agricultural sector, the oil sector, the cocoa sector in particular, energy mineral exploration, and many more should be the areas of concentration.

Having determined the above areas of concentration regarding diplomacy and communication in the states foreign policy pursuits, training should therefore be provided for diplomats in these essential aspects of communication.
3. 9 Writing skills

In reporting, diplomats require research capabilities to be able to conduct deep and in-depth investigations to gather data and analyze the data more thoroughly to determine the right information to report on.

The diplomat also needs excellent writing skills in order to present his/her report in a more coherent, logical and intelligent manner so as to convey the right messages across to the governments of their sending states, to advance the cause of their sending States, diplomatic agents need to be mindful of the language they use in their communication because if the language is not right, it would be difficult or even impossible to be understood or convey the right information.

Writing skills is an important communicative art which need to be acquired by all diplomats in order to perform their functions effectively.

Diplomats first need to understand, what they are reporting on, or what they want to talk about in their information gathering and reporting duties. They must first of all study and acquire the techniques of writing prescribed by experts as follows:

- Know their message
- Ask how to communicate the message best to the audience
- Identify who the reader/readers would be
- What does the reader already know about the subject?
- What do the reader/readers need to know with the message?
- What the response of the reader/readers would be?
According to experts, the secret to effective writing is to know what you want to say to the reader/readers, before you even start writing and the basic questions they consider appropriate to ask include:

- What would I need and what would I accomplish with this message?
- How would I want the reader/readers to respond?
- What do I want the reader/readers to do with the message?
- Can I say it as precise as possible? (Accuracy)

There is the need for the key points to be identified in order for it to be communicated in a precise and accurate manner.

Writing, experts say, needs to be viewed always as a two-way communication, and therefore diplomats need to be clear and present their messages with some logical progression. Every piece of writing should start with an introduction, statement of purpose, explanation of the background to the statement, summary of conclusion and if there is a need for response, it should be explicitly stated.

After this decision, the draft should be written. The draft would act as a skeleton which should be read through to flesh up, spellings, grammar, punctuation and orderly arrangement of thoughts should all be checked, when revising and editing and should be passed on to another person to read through. When editing, and revising, issues on easiness for the reader to understand and the use of simple, direct, straightforward and unambiguous words should be considered.
After editing, it is important to check spelling, grammar, punctuation, etc, and also to read over the draft once again and look out for vague words and remove them. The principle is that care should be taking always not for the communicator to confuse once readers.

3.10 Public relations writing

As part of their functions diplomats interact or engages with various publics including States, individuals, inter-governmental organizations (IGOs), nongovernmental organizations (NGOs), international nongovernmental organizations (INGOs), multinational corporations (MNCs), corporate organizations, professional institutions/ groups, International organizations, and many more, within the international system.

The multiplicity of actors, and the complex and sophisticated nature of issues, and the diverse fields that International Relations as a discipline deals with, such as, political science, economics, history, international law, philosophy, geography, social work, sociology, anthropology, psychology and cultural studies, as well as the diverse range of issues it involved, such as globalization, state sovereignty, ecological sustainability, nuclear proliferation, nationalism, economic development, global finance, terrorism, organized crime, human security, foreign interventionism and human rights, it is of crucial importance for diplomats to acquire the skills of communication that would enable them interact with all these groups and deal effectively with the diverse issues involved, so as to attract the required benefits for the state. Diplomats would therefore have to learn the skills of relationship management which would assist them to communicate with the various publics identified. Relationship management in the field of public relations cannot be ignored. The context for public relations writing is relationship
management. Successful public relations writing begin with credibility and ends with evaluating the success of the written document.

The 10 (ten) stages of the writing process should be followed for effective communicative writing purposes. Experts have stated for example that, research, comes before organization, which also comes before writing and in that order as follows;

10. Evaluation
9. Distribution
8. Approval
7. Micro editing
6. Macro editing
5. Revision
4. Writing
3. Organization
2. Research
1. Credibility

This writing process is prescribed by public relations experts to be followed to ensure effective writing as a tool for effective communication. As the document progresses, the writer should discuss problems or new ideas with supervisors if any, or colleagues for inputs.

Questions put forward by experts for consideration includes;

- What is my purpose for writing?
- Who is my target audience?
- What are the values and interests of my audiences?
- What message should I send?
- What information should support my message?

3.11 Interpersonal communication

Interpersonal relationship refers to the association between two people who are interdependent, who use constant patterns of interaction on consistent basis, or the communication between two or few people. Communication is an ongoing and reciprocal process, all the participants in interpersonal communication, or “interpreters”, are working to create meaning by encoding and decoding messages. A message is first encoded, and then decoded.

That is, transformed into an understandable sign and symbol system. Speaking is encoding, as are writing, printing, and filming a television program. Once received, the message is decoded; that is, the signs and symbols are interpreted. Decoding occurs through listening, reading, or watching that television show.

Interpersonal communication, however, comes with certain underlying principles—the first one being mutuality, that is taken into account the special interest and sensibilities of each other, empathy, ability to choose the most appropriate behavior for the situation, need to analyze individuals and groups behavior, so to deal with them based on their special needs, situations and circumstances.

The interpersonal communication goes through the following stages;

- Initiation
- Experimenting
Experts state that, it is the bonding stages that the parties involved in the interaction decide to either continue to engage or disengage, due to the treatment the other partner(s) have meted out to each other. If the treatment is bad, the interaction is truncated or stopped, but if the treatment is good, the bonding stage becomes the last where every effort is put in to ensure a long standing mutually beneficial relationship.

3.12 Public speaking/presentation skills

Diplomatic agents, representing their nation states would be required to deliver speeches and make presentations on a variety of topics, i.e., to attract investment from other foreign states, and corporate entities for their nations, presentations on investment opportunities in their state, system of governance, culture, festival, tourist attraction, governance system and many more

According to Guth & Marsh, public speaking is said to rank number one among people’s greatest fears\(^7\). Presentation is both an act and a skill that can and must be learnt and perfected through constant practice by all diplomats and must be guided by what communication experts refer to as the seven (7) C’s of communication:
• Content

• Context

• Clarity

• Channel

• Continuity / consistency

• Credibility

• Capacity – of the audience

• Content: - The content is the topic, the subject matter, what to talk about or the issue / issues to tackle in the presentation. The message should have meaning to the listener / listeners. It must be compatible with the value systems, the beliefs and aspirations of the listeners.

Context: - Any piece of communication must agree with the environmental realities from which the communication is taking place. The context must conform or support the message.

Clarity: - The message must be simple succinct, clear, concise, and easy to understand. Words must not be ambiguous.

Channel: - It is important to use established communication channels which are standard, respected by the audience/ receivers. Different channels may be used for different audiences; different channels have different effects and are effective or otherwise in different situations and circumstances. Audience perceptions also differ in relation to different channels, and audiences also have different attachments and preferences to different channels.
Continuity / consistency: - Communication is a continuous process; it requires repetition, emphasis, sometime with variations to achieve penetration and understanding. The messages must however, be consistent.

Credibility: - This is built around the climate of trust or belief established through good and consistent behavior of performance on the part of the communicator / presenter. Audience confidence is built along these consistent exhibited qualities and characteristic over a period.

Audience capacity: - Every presentation must consider the capabilities of the audience to, assess process, and understand the message(s). Communication is most effective when it requires the least effort on the part of the audience to assess process and understand the message(s).

Presentation presupposes that, something needs to be presented, usually a speech to someone else or to a group of people who constitute our audiences. It should be guided by what communication experts / practitioners refer to as “four (4) ps of presentation:

- Plan
- Prepare
- Practice and
- Present.

This does not only provide guidelines on effective presentation, but provide messages with the needed professional crafting and depth to achieve communication goals.

Plan: - Every communication process starts with research knowing your target audience or public and who are its members. Planning helps you to determine what to say, to whom, how, and when. For example a diplomat should know much about the sending
state, its political system, economy, social composition, and areas of investment, development goals, and the overall national interest of the state they represent. It helps for the identification of audience, definition of purpose of the presentation, the outcomes seeking from the presentation with the audience, and to ensure proper identification and organization of the key points of the presentation. There is always the need to define the purpose of every speech and state either the speech is meant to:

- inform, or announce (a pending event, activity, a new product)
- persuade or coerce, motivate, activate, manipulate the audience (to get audience to act in a prescribed way)

Planning also helps in the choice of appropriate media or communication type, i.e. interpersonal or face-face, small group, or large group communication, mass media or a combination of print, electronic and other media, bearing in mind the advantages and disadvantages of every media and its suitability or otherwise for the presentation. It also helps you to determine the kind of presentation aids to be used for the presentation, which type and why?

**Prepare:** - The success of every presentation is based on an adequate preparation on both the presenter and the presentation itself before the speech. It is important for the presenter to be on top of the topic, with a mastery over the subject matter, background information, appropriate, and relevant examples, accurate figures and tables if any, and also the background and experiences of the audience.
This would enable the crafting of the right questions, choice of words, statements, introduction, and teasers, facts, statistics and much more audience specific information.

**Practice:** - Practice, they say, makes every man perfect, it is a necessary exercise for the presenter to continuously practice the presentation and even commit either whole presentation or the salient points to memory. The presentation should be owned by the presenter, and this can only be achieved through constant practice. The presentation need to be practiced and reviewed regularly, visuals and aids to be used, should also be reviewed to ensure that there is, clarity, relevance, adequacy, eye appeal during the presentation, it is important to memorize for strong opening, clearing of key points, logical flow of thoughts and ideas, articulation and appropriate pronunciations.

**Present:**-This is the actual delivery stage of the presentation where the speech is presented to an actual audience. Public relations practitioners refer to this phase as the public relations presentation skills or communication phase, where the public speaking function actually takes place and a lot depends on the speaker. The whole business of presentation skills relates to knowing how to present materials to audiences. It is therefore important to know the target audience, the venue, the composition, and how spacious the venue is, public address systems if any, timing, regarding the period of or duration of the presentation, and timing relating to what time of the day for the presentation.
The presenter should also take into consideration the characteristics of speech, i.e. must be heard, but not read, eye contact, appropriate gestures, body language and facial expressions, interactive, and very interesting to listen. Gestures should be natural and complementary to the spoken words. The presenter should also appear presentable in terms of dressing, sharpness, and pleasant disposition and demeanor.

The style and manner of presentation should reflect the personality of the presenter. It is always important as suggested by experts, for the presenter to make a positive impression, by leaving a good mark with the audience in order to earn their respect and acceptance. The presenter should display poise and confidence, be relaxed, not panicking, sweating or shaking. Skills and enthusiasm should be exhibited throughout the speech. Motivational words and statements should also be used to motivate the audience. Strong, captivating and memorable openings should be used.

3.13 Nonverbal communication

Social Communication, including diplomatic communication, involves the transmission of messages to which certain meanings are attached. These messages can be either verbal or nonverbal.

Just as the verbal components in a normal person-to-person conversation have been estimated to carry little more than a third of the social meaning\(^6\), so nonverbal messages or “body language” constitute important aspects of diplomatic communication. Diplomatic “body language” encompasses everything from personal gestures to the manipulation of military forces.
A headshake, for example, is commonly used as a metaphor for the quality of inter-state relations, transferring the language of personal relations to the international arena. (Symbolizing prestige and power) and the level of delegations (signaling interest and intentions of the parties) are other aspects that can be used for subtle “body language.”

Nonverbal communication has certain advantages. It is often better able to capture the attention and interest of various audiences than is verbal; communication. If nonverbal communication did not exist,” argues Cohen “it would have been invented by public relations officers.” Another advantage of nonverbal signals, from the viewpoints of diplomats, is that they are inherently ambiguous and disclaim able and thus allow retained flexibility.

In diplomatic communication “saying is doing” and “doing is saying.” The “semantic obsession” of diplomats rest on the realization that, “speech is an incisive form of action.” One the other hand, every gesture or action by diplomatic agents sends messages. In fact, both behavior and non-behavior may constitute messages.

Today, diplomacy is commonly associated with linguistic skills, a carefully calibrated language, allowing cross-cultural communication with a minimum of unnecessary misunderstanding, along with protocol governing interstate “body language.” Similarly, the management of verbal as well as nonverbal aspects of communication has characterized variants of diplomacy throughout history.
END NOTES

2. ibid
5. ibid
CHAPTER 4

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

4.1 Summary of Findings of the Research

In chapter one of this research, it was hypothesized that a properly planned and implemented communication strategy, combined with the use of emerging information and communication technologies would lead to a successful formulation and implementation of foreign policy.

In testing the hypothesis the study examined the impact of communication strategy on the success of organizations and for that matter nations states. It was revealed that communication is crucial to the success of organizations and nations states in the pursuit of their foreign policy objectives, and that a properly planned communication strategy supported with the use of emerging information and communication technologies, would impact positively to the achievement of foreign policy objectives of a nation state like Ghana.

On the basis of these revelations, the study went on to gather primary data in the form of unstructured interviews with individuals who have had to engage in foreign policy formulation and implementation in Ghana. They included as stated in chapter 1, two former heads of states of Ghana, five former ministers of foreign affairs of Ghana, four former ambassadors of Ghana, one international relations expert and lastly one communications expert.

The responses from these distinguished personalities were captured under the following broad sub-headlines:
4.2 Role of Communication in Diplomacy

All thirteen interviewees unanimously agreed to the importance of communication in diplomacy. The two former presidents for example were emphatic about the fact that communication is very crucial to the work of all diplomats and those who are involved in foreign policy formulation and implementation and the quality and format of communication need not to be done anyhow. Using their own practical experiences as presidents both for two four year terms, as examples, they indicated that good communication skills was the tool they applied in all their dealings with the international community and they can testify that it paid higher dividends which inured to the benefit of Ghana. They indicated such skills in communication helped in the promotion of good neighborliness, between Ghana and its immediate neighboring countries, and that guaranteed both internal and sub-regional peace and security during the periods of their presidency.¹

President Rawlings stated that even after his tenure as president and now having been appointed as the UN special envoy to mediate in the civil conflict in Somalia, effective communication is the sole “weapon” for success ‘Knowing what to say, how to say it, and at the right time is absolutely critical to enable you mediate in such a conflict that is so complicated, ‘one careless utterance on your part would escalate the conflict beyond your imaginations’

On the part of former President Kufuor, he indicated that as a former deputy foreign minister in the Second Republic² he can say without any shred of doubt that effective communication is all about diplomacy, without it, he is of the view that diplomacy cannot work because communication is what diplomats use to gather intelligence, what they use to do their reporting about their work, what they use to negotiate and peruse variety of documents most of which are
captured in very technical language, and also to negotiate on behalf of their countries with different groups of people of different persuasions and backgrounds. He indicated that as former AU-African Union Chairman\(^3\) for one term, and ECOWAS-Economic Community of West African States, for two terms,\(^4\) he can bear testimony to how communication can successfully drive all diplomatic activities.

He also revealed that during the tenure of his presidency it was through the utilization of communication skills which enabled him to resolve various conflicts the West Africa sub region, and Africa as a whole, such as Liberia, Guinea, Bissau, Cote d’ Ivoire, Sierra Leone, Mali, Sudan, Chad and many more. Touching on Liberia, as an example he indicated that it took a lot of diplomatic effort driven by effective communication, that lead to the successful peace accord signed in Accra Ghana, on August 18\(^{th}\), 2003, code-named, Accra Comprehensive Peace Agreement\(^5\), marking the political end of the conflict in Liberia.\(^5\)

He again agreed to the crucial role of communication in diplomacy by observing that, aside the successful mediation and resolution of all these conflicts, in the area of economic diplomacy,” my government was able to communicate well to our development partners, and it was through this ability that we possessed and utilized effectively in the area of communication, that transformed Ghana from A highly Indebted and Poor (HIPC) \(^6\), to a middle income economy at the end of my term as president. He added, that ‘the evidence is there for all to see, and we couldn’t have achieved all these without effective communication.’
4.3 Manual on Diplomatic Communication

On the question of whether there existed a document providing guidelines for diplomatic communication, all the 13 respondents stated that they never encountered such a document either at the presidency, the foreign ministry, or the missions they served as ambassadors. But they unanimously agreed that it is a very important and necessary document that must be given priority by the diplomatic service of Ghana. The five foreign ministers stated that, although such a document do not exist at the ministry, all ministers would have to familiarize themselves by studying the positions taken by the country in world affairs in the past, and continue from there. The communications expert on her part indicated that without such a document, it would be difficult for any country to boast of undertaken a properly communicated and integrated foreign policy agenda, because it provides the guidelines for adequate training for Foreign Service officers and other stakeholders who are involved in foreign policy formulation and implementation.7

4.4 Communication Strategy

On the need for the nation to have a communication strategy, views from respondents were to the affirmative. The two former heads of state indicated that it was long overdue and even went further to blame themselves and their administrations, for failing to initiate what they both referred to as a very important national document. All the former ambassadors interviewed indicated that, although they are taken through training and orientation when they are recruited first into the Foreign Service, that training is mostly centered on their work as career diplomats, but not the insight on effective communication based on a professionally designed strategy or plan. They all agreed for the need for a national communication strategy. However one of the
former foreign ministers interviewed was of the view that because Ghana is operating a multiparty democratic system, it will be difficult for the country to have such a document. This according to the former minister is due to the fact that political parties have different philosophies and therefore when they assume office the parties’ views and goals will shape the national arrangement. He reiterated the fact that there can be consensus on some economic and social issues but the means to achieve these ends might differ from one party to another and therefore a national communication strategy may not fit all parties.

4.5 Development of National Communication Strategy

Respondents who emphasized the need for a national communication strategy stated that to develop such a strategy, views can be sought from current and former ambassadors, heads of diplomatic missions and Foreign Service officers. Other experts can also be sought from media and academic institutions with expertise in foreign policy. Government agencies that were suggested by the respondents who can play an important role may include the Ghana Investment Promotion Center, (GIPC) Ghana Tourist Board, Cocoa Marketing Board, Ghana Airport Company, Ghana Ports and Harbors Authority among others, ministry of foreign affairs, ministry of defense, ministry of finance, the presidency, cabinet, parliament, ministry of finance, ministry of justice, ministry of information, ministry of chieftaincy and culture, and other relevant departments and agencies, and very importantly communication experts. All the organizations mentioned by the respondents may play important roles in the development of such a strategy.
4.6 Training/Skills of (FSOS) in Communication

Although the respondents stated that they were not aware of such training, a former ambassador stated that in recent times attempts have been made to improve the skills of FSOs to understand diplomatic language, public diplomacy and language of negotiations. One former ambassador stated that there should be heavy doses of mass communication at the early stage of training for FSO’s. One former minister of foreign affairs interviewed, was of the view that a dedicated school for the training of FSO’s will be good for the nation.\(^9\)

Areas of training for heads of states and diplomatic agents as suggested by the respondents are mostly in the area of digital communication. Respondent reechoed the need for FSO’s and heads of states to be abreast with social media which are really making a lot of difference and impact in the field of diplomatic communication.

One former ambassador cited the crises in the Middle East where whole governments have been overthrown through the use of social media and added that there is the need for governments to be abreast with the use of emerging information and communication technologies like social media, as it impacts heavily on foreign policy.

4.7 Policy Recommendations

All the respondents were unanimous on the need to place much emphasis on continuous training FSO’s in effective communication to build their capacity in foreign relations. They also suggested that the Ghanaian cultural practices have great deal of benefits in economic terms; therefore it should be one of the important areas of concentration for the nation to benefit immensely in economic and cultural terms.
4.8 General Comments

The interviewees commented generally to the changes that have occurred in the 21st century in the field of information and communication technologies which have impacted significantly on traditional diplomacy. Again they all alluded to the fact that communication plays an important role in every aspect of life, and acknowledged the speed and the faster rate at which information is transmitted all over the world in modern times.

The respondents also pointed to the increasing power of the media and the active use of communication tools, and channels by the key players within the international system, and indicated that, nation states and its representatives, should approach effective communication from the professional point of view, and consider effective communication through proper planning, and implementation as the pivot around which all foreign policy objectives should revolve. The interviewees concluded on the point that, if nation states approach their international interactions from the above framework, it would impact positively in the formulation and implementation of the state’s foreign policy objectives.

One of the respondents also commented that “Giving the fundamental nature of communication in diplomacy, it comes to him as great surprise that the subject has not been taking more seriously. “ But of course I can hold myself as guilty as anybody else for not drumming home the importance of these subjects or writing.”

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4.9 Summary of Findings of the Research

In testing the hypothesis in chapter one, the study examined the development of communication strategies/plans and their impact in the diplomatic service. It emerged that development of communication strategies/plans supported with the utilization of new information and communication technologies would greatly influence the successful pursuit of foreign policy objectives by nation states to a very significant extent. Having examined the development of communication strategies and the role communication plays in the activities of diplomatic service, the study proceeded to look at whether there should be manual containing guidelines for diplomatic communication for the diplomatic service in Ghana. The study pointed to several examples of benefits that such a document would provide for the Foreign Service if it is professionally designed. With regards to the need for national communication strategy as the framework for diplomatic communication, the research determined that it is of a very crucial importance and such a strategy should have been in place long before now, indicating the professional agencies, institutions, ministries, department and agencies as well as individuals and the tasks assigned, in the area of communication. The study also identified training skills for foreign services offices as one of the most important issues that a national communication strategy should consider and accorded the necessary resources needed for its implementation. Lastly the study identified specific areas such as, economic diplomacy, promotion of the rich culture and the chieftaincy institution and soft power variable such as peace stability, hospitality, respect for individual rights and liberties, press freedom, good governance and peaceful co-existence,
that a developing country like Ghana should focus in its foreign policy initiatives and capture it in the national communication strategy document.

4.10 Conclusions

It is evidently clear from the above that, although Ghana’s diplomatic service has contributed its quota to the formulation and implementation of foreign policy since its establishment, diplomatic communication has not been undertaken through proper planning driven by a national communication strategy.

It has therefore become imperative for the nation to approach the development of a national communication strategy with utmost importance, as the policy framework within which diplomatic communication would be undertaken, and that this would help to facilitate the successful formulation and implementation of foreign policy objectives.

4.11 Recommendations

From the above it is clear that proper communication planning and the adoption and utilization of emerging information and communication technologies, provides direction and benefits for countries to achieve their foreign policy objectives.

To this end the study makes the following recommendations:

- The government should as a matter of urgency and national priority develop a comprehensive communications strategy to provide the policy framework and guidelines for diplomatic communication.
There is the need to provide training for diplomats in techniques and skills in effective communication and the use of emerging information and communication technologies. This would ensure that diplomats appreciate the benefits of proper communication planning and its impact on traditional diplomacy.
END NOTES

5. *Interview with Mr. J. A. Kufuor, Former President of Ghana*, Accra-Ghana (Sunday 18th August, 2013).
7. *Interview with Dr. Margaret Amoakohene, Ag. Director School of Communication Studies*, University of Ghana. Accra-Ghana (Friday September 6th, 2013).
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