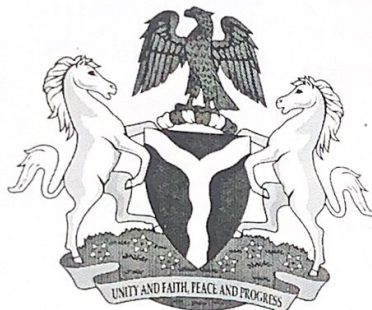




**PRESIDENTIAL ADVISORY COMMITTEE
AGAINST CORRUPTION**

**STRATEGIC
COMMUNICATION
BLUEPRINT**



THE PRESIDENCY

**PRESIDENTIAL ADVISORY
COMMITTEE AGAINST CORRUPTION**



STRATEGIC COMMUNICATION BLUEPRINT

August 2016

CONTENTS

	Page
INTRODUCTION:	1
SUMMARY OF METHODOLOGY:	2
Society.....	2
Systems.....	3
Sanctions	3
Sustainability	3
Immediate task list	9
Monitoring and Evaluation:.....	9
Monitoring and Evaluation Logical Framework Template	9
CONCLUSION	10

INTRODUCTION:

To be clear the Terms of Reference for this assignment was for the DESIGN OF **STRATEGIC COMMUNICATION BLUEPRINT** FOR FGN IN THE FIGHT AGAINST CORRUPTION. This blueprint by definition therefore is a detailed roadmap and foundational document for FGN's Communications Practitioners to guide in the design and implementation of a communications strategy in the fight against corruption. To extend the 'war against corruption' metaphor, this document is the grand strategic war plan, while the devolved communication strategy is the tactical operational battlefield plan. It is expected that the media professionals tasked with the implementation of this strategy will carefully read both documents to have a firm grasp of both the Strategic and Tactical operational plan of this blueprint. In addition to these documents, the other two aspects of the TOR were to:

- Conduct a communication needs assessment of FGN's anti-corruption campaign by reviewing existing communication, sensitisation and public awareness policies (This was done through an on-line survey under PACAC management)
- Design a template for the establishment, operation and management of an Anti- Corruption Information Management Centre that processes all information received on corruption from whistle blowers, and the general public for action by anti-corruption agencies and other MDAs

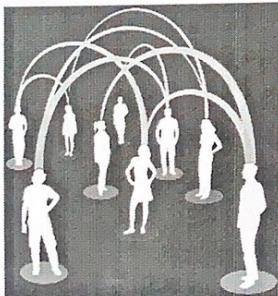
Taken all together, this was designed to provide a fresh template for the fight against corruption-exploring new ways of looking and addressing an old and familiar problem. It was therefore necessary to go beyond the familiar into the global market place of ideas to find global examples and best practices that can be adapted for our own domestic, some might argue, peculiar challenges. It should be noted that although the key feature of this strategic communications design is predicated on understanding the 'sociology of corruption' in Nigeria, the actual media engagement will necessarily also fully engage in full measure the other three categories of systems, sanctions and sustainability listed below.

SUMMARY OF METHODOLOGY:

The grand framing is divided into four interlocking categories namely:

- **Society-** The challenges of understanding the sociology of corruption in Nigeria to foster the desired attitudinal and normative changes required to fully engage citizens in the war against corruption.
- **Systems-** The challenges of organizing the FGN's MDA to collectively join the fight against corruption so that there is an alignment of the presently strong Political will, with the Organizational will of the MDA and the Public will of Nigerians.
- **Sanctions-** The challenges of justice sector reforms that guarantee (in the public understanding) that justice is not just done-but that it is also **seen** to be done. In short those guilty of corruption are punished under the rule of law
- **Sustainability-** The challenge of structural and attitudinal changes to enable the war of corruption to continue over a five to ten year period in the first instance.

Society



The other important framing of the issue is situated under Society. Precisely it is to foster a good understanding of the sociology of corruption in Nigeria. The remit is to 'Design a Communication Strategy to focus directly on FG's anti-corruption crusade to secure public buy in, encourage whistleblowing; diminish cynicism and apathy in the short term and ultimately end public apathy to the fight against corruption;'

This required a new framing of the nature of the challenge, hence the introduction of the Adaptive Challenge approach.

TECHNICAL PROBLEMS		ADAPTIVE CHALLENGES	
1.	Easy to identify	1.	Difficult to identify (easy to deny)
2.	Often lend themselves to quick and easy (cut-and-dried) solution	2.	Require changes in values, beliefs, roles, relationships, & approaches to work
3.	Often can be solved by an authority or expert	3.	People with the problem do the work of solving it
4.	Requires change in just one or a few places; often contained within	4.	Requires change in numerous places; usually cross organizational boundaries

	organizational boundaries		
5.	People are generally receptive to technical solutions	5.	People often resist even acknowledging adaptive challenges.
6.	Solutions can often be implemented quickly-even by edict	6.	"Solutions" require experiments and new discoveries; they can take a long time to implement and cannot be implemented by edict

Systems

To run a successful and sustainable anti-corruption campaign, the internal workings of the multi-agency task force on corruption and other relevant stakeholders have to be in alignment with the overall objectives and will necessarily need a small manageable lead team to coordinate and drive the campaign.



Even so, it is still recommended that a small, manageable team be formed to coordinate the work because someone has to take ownership of the process.

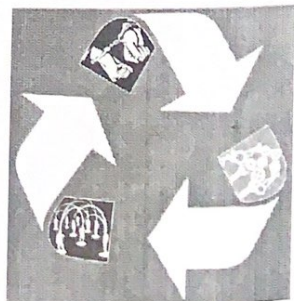
Sanctions



The issue of sanctions revolved around the general public perception that for any anti-corruption campaign to succeed there must be sanctions across board for the guilty and that no one should be above the law. There is a need to 'touch the untouchables' if the public is to believe that there is indeed punishment for those found guilty of corruption. In this regard, it is necessary for the public to be better informed about PACAC's work in reforming the criminal justice delivery system and the design of newer sentencing guidelines for corrupt practices.

Sustainability

It must be acknowledged that projects like this typically do not last long enough (especially within the tenure of the sponsors) for the benefits to fully manifest. The consultant's position from a strategic



level is to first insulate the technical team from undue political influences and provide the necessary resources in both men and materiel to successfully wage this WAR ON CORRUPTION. Anything short of a pro-active as well as a pre-emptive long term and sincere commitment from the highest levels of government will find the entire programme mired in the usual dysfunctions of Nigerian elite politics.

Below are the critical first steps to be understood and implemented.

Step One

Define the Ownership of this Project:

There is a need to define the 'ownership' of this project and assemble the small representative team that will implement this Anti-corruption communications strategy on behalf of the Federal Government of Nigeria. Typically there is a Government Communications Unit that is responsible for driving the important Internal Communications processes-within all government MDAs- as well as the public facing External Communications campaign.

It is recommended that experienced media and communications experts (International experience a bonus) drawn respectively from Ministry of Information, the National Orientation Agency and the Presidential Media Team be constituted into a small Government Communications Unit to further enhance the Strategic Communications Design Blue Print as well as fully implement the strategy.

All members necessarily have to be familiar with Information Technologies and social media savvy in addition to having considerable experience in the traditional Print, Radio and Television media. This initial team is sufficient for this first phase of engagement but can be enlarged to be a working group of perhaps ten members. This unit will be tasked with the following responsibilities:

1. Identify your objectives.
2. Choose your target audiences.
3. Design your key messages.
4. Select your communication methods.
5. Plan for two-way communication.
6. Establish your time frame.

7. Draft a budget.
8. Implement the plan.
9. Monitor the results and look for ways to improve.

Step Two

Conduct a Comprehensive Stakeholders Analysis:

It is important to first know your audience not based on the easy assumptions about corruptions that are rife in the public imagination, but rather, based on solid empirical research to enable better targeting of messages.

Selecting the audience and understanding their interests, advantages and capabilities in order to disseminate or share information is essential for designing a communication plan. The development of messages and their effectiveness in reaching different stakeholder groups depends largely on the selection of the target audience.

However, the type of audience varies and the channels or form of communication vehicles to reach it change as well. For example: the target audience for the Internal Communications plan focusing on reaching the government's MDAs is different from using mass media channels in the External Communications for the various Nigerian publics.

First, all stakeholders (including political adversarial stakeholders) must be identified, defined, disaggregated and curated into a flexible cross-referential database. This generic list of stakeholders include:

The Media, Politicians, Judiciary, (including NBA), Clerics, Traditional Rulers, Academia and students' unions, Medical unions, Farmers' unions, Civil Society, Finance institutions including banks, accounts and audit departments, the youth and women groups, Human Rights' groups, Armed Forces, International Allies, Labour, the Organised Private Sector. The list can and should be expanded.

USE OF ADVOCACY - The Advocacy Programme should be designed to influence policies and decisions, through persuasive development communication based on facts and figures. This implies that there should be a strong research component to the team because it is important that empirical facts undergird this anti-corruption communication campaign. It is suggested that perhaps three competent Nigerian Universities be used to serve as think tanks for conducting critical research for the team. Already there is an on-going research

project on Corruption and Communications with the Department of Mass Communications in the University of Lagos.

This component will strengthen the agenda setting themes of the grand subject of CORRUPTION. Rather than allowing politicians and adversary stakeholders to define the message and divert the course, advocacy shall be used in putting people on the right track through proactive and pre-emptive engagements with the well-defined stakeholders groups.

This process can also help in establishing a new narrative about corruption by building new networks of common understanding and concern around corruption, even in the face of the well known ethnic, religious and other sectarian differences that traditionally weigh heavily on national politics.

In addition it is recommended that a Corruption Perception Polling Survey be conducted to accurately measure the general public understanding and attitudes toward 'corruption' in Nigeria. The survey will also include public understanding of the present administration's fight against corruption. This task falls within the purview of the work of the National Orientation Agency. It is further suggested that a well designed questionnaire can be integrated into NOA's weekly or bi-monthly surveillance studies and reports.

Step Three

Define the Messages:

The consensus is that the core message and messaging of this communications strategy remains CORRUPTION. Therefore, all messages should evolve around the idea of corruption as an existential threat to Nigeria. If we do not kill corruption, corruption will kill Nigeria. Below are some guidelines

- It must be people centred.
- It must have a systematic approach to get people's buy in
- It must include a holistic definition of corruption
- It must frame the Opportunity Cost argument to the Nigerian public
- It must recognize audience analysis and segmentation
- It must be flexible in changing the messages at the grassroots- Socio-culturally relevant messages should be designed for the people at the grassroots to give increased and continuous support. In this regard, leaders and influential community-based associations shall be identified, sensitised and mobilised.
- It must include messages about Interfaith dialogue at grass roots
- It must target traditional institutions and the youth
 - It must utilize traditional media messaging practices

Step Four

Define the Media:

The consensus was for the use of traditional and social media to be able to effectively reach the various publics throughout the country. Given the rise of Social Media and Nigeria's young demographics, it is imperative that special focus be placed on a Social Media Outreach program that can reach youths via their phones. In addition the use of ICT will extensively involve online publications and instant feedback mechanisms, creation of SMS platforms and other dedicated new media channels and products like the use of cartoons and infographics to better explain complex messages.

It has been said that there is a need for government to communicate to our various publics with social media offering the best way to do this. You get immediate feedback and you can measure the feedback.

Government has to completely rethink its digital strategy. Government should see itself as a publisher of digital content. In the digital age, government should be a publisher using multi-media techniques. Meet people where they are.

Audiences are changing and government should change and adapt accordingly. Communications should answer the question "What does this mean" There is a need to coordinate all the various media output into one combined digital platform to generate a large following.

In the strategic planning of this communications campaign there is already a provision for an online presence specifically designed to enable whistle blowers make their anonymous petitions online. What might be considered could be an expanded redesign to accommodate these new demands.

There is a need to move away from the events driven, episodic, one-off campaigns that are currently the norm to a more long term process driven campaign that presents a constant drum beat of anti-corruption messaging through both traditional and new media.

This new process driven approach must be designed to provide accurate and up-to-date information on a continuous basis, in addition, convergent points, forum or channels, e.g. town hall meetings, should be established to allow stakeholders and the inquisitive publics to ask questions and air their concerns

The government should make a strategic display of its political will to fight corruption by publicly and administratively supporting the Freedom of Information law with the active support of and participation of media

support groups. This can help get public buy in to support for example, special anti-corruption courts and an anti-corruption charter for professional bodies.

Public debates, symposia and round-table discussions are good occasions for exchange of views. In rural areas, where the National Orientation Agency has grass-roots reach through its presence in the 774 Local Government Areas, debates and informal get-togethers by women and age-grade groups, drama groups, and other grass roots organizations can be mobilized, trained and then deployed, using well established Information, Entertainment and Communications protocols that make the dissemination more expansive through posters, billboards, leaflets, newspapers, radio and TV programmes and talk shows.

Inter-educative approach such as songs, folk media, videos, local musicians and traditional artistes, increased functional community viewing centres, can spread results. The ICT will extensively involve online publications and instant feedback mechanisms, creation of SMS platforms and other dedicated new media channels. Multimedia approach, including cartoons, will give a fillip to the campaign.

There is need for a new kind of media partnership with critical core of journalists with integrity, drawn substantially from the NUJ, NGE, NPAN, BON and other media professionals who have to be fully briefed and carried along to enable them to inform responsibly and be seen to be committed to the anti-corruption crusade.

They should be able to counter any adverse publicity or misinformation. It is, however, important to note that the media is not used as a tool for propaganda, but as a vehicle and forum for education, dialogue, debate and discussion. The media should be broad-based and should traverse the federal, State, Local and Ward levels in their activities.

The pluralism of media should be properly recognized and categorized with respective strategies for the different media types. While we traditionally have government owned and privately owned media, there is a new unexplored third sector of broadcasting in the 40 radio stations in university campuses and the 20 community base radios spread across the nation.

This third sector should be enhanced and encouraged to grow because it can be a good channel to bypass the expected resistance coming from elite groups that are influential in both government and privately owned media. However to be able to successfully do this there is a need to formally and systematically train media practitioners in all sectors, with emphasis being on government and community and university based radio stations.

Step Five

Immediate Task List

- Putting in place, a technical working group. □
- Designing the right message, based on the socio-cultural sensibilities of the people
- Developing attractive and recognisable logo, slogan or jingle that can stand the test of time
- Institutionalising annual merit awards
- Replicating and celebrating best practices
- Other issues: □-A work plan should evolve which will take into consideration, the instrumentality of SMART (**Specific Measurable Achievable Relevant Time-Oriented**) and SWOT (**Strength Weakness Opportunities Threats**) at every stage of the short, medium and long-term strategic plan □
- Endeavour to make all strategies and messages people-centred, with emphasis on shared responsibilities.

Step Six

Monitoring and Evaluation:

In the implementation plan, it is imperative that there is a mechanism in place from the outset that will monitor the work on all fronts as it progresses and then evaluate the aggregated outcomes after each designated time-bound cycles. This is to ensure that this important work can be effectively managed over a long period of time. Below are guidelines for the log-frame of a Monitoring and Evaluation template that can be readily adapted to suit the work of the Government Communications Team tasked with the responsibility of implementing this project.

Monitoring and Evaluation Logical Framework Template

Rationale	Program Design	Results
WHY	POLICY GOALS	IMPACT
WHAT	STRATEGIC PRIORITIES	OUTCOMES
HOW	KEY INITIATIVES ACTIONS	OUTPUTS DELIVERABLES
RESOURCES	MEN	MATERIAL
ASSUMPTIONS & RISKS	SWOT ANALYSIS SMART ANALYSIS	IMPLEMENTATION ROADMAP

The logic flows from left to right but is also reversible to enable critical analysis from 'Effect to Cause,' this way any gap in the analysis can be traced across the logical spectrum.

CONCLUSION

This executive summary contains the distilled input of many contributors. This iterative process has made for a better understanding of the foundational document being the Strategic Communications Blueprint/Roadmap and should be implemented with both documents as operational manuals.