STRATEGIC PLAN FOR NATIONAL ORIENTATION AGENCY (NOA) (2017-2021)

FOREWORD

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ACKNOWLEDGEMENT

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ABBREVIATION

EXECUTIVE SUMMARY

SECTION ONE: INTRODUCTION

1.0 BACKGROUND

The National Orientation Agency (NOA), (which is the successor of the Directorate for Social Mobilization – MAMSER), was established by Decree 100 of 1993 now an Act of the National Assembly Caps 64 Laws of the Federation. To establish the Agency, the Decree merged three significant organs of government, namely: *The Public Enlightenment Department and the National Orientation Movement of the then Federal Ministry of Information & Culture with the Directorate for Social Mobilisation, Self-Reliance and Economic Recovery (MAMSER).* The reason for the merger was to consolidate efforts and resources of these organs of government in the field of public enlightenment, social mobilization and value re-orientation.

It is therefore clear from the above that the National Orientation Agency was conceived, established and deliberately structured to carry out the responsibilities erstwhile performed by the three critical institutions mentioned above. This became highly necessary in view of the dire need of government to evolve a strong, viable and highly professional organisation for mounting grassroots sensitization, citizens engagement, public enlightenment and comprehensive national orientation geared towards the enthronement of the ideals of discipline, work ethics, productivity, loyalty, nationalism and patriotism commitment, dedication and accountability to the Nigerian nation state.

The socio-economic and political conditions that informed the establishment of MAMSER and its subsequent transformation into the National Orientation Agency are as pertinent today as they were at that time. The Nigerian nation is in dire need of positive values, peace, security, national integration and change. This underscores why the present administration's development strategy is anchored on the CHANGE Agenda. To Change the country, the people must first be changed in their values, attitudes and national commitment. This is because while material resources are necessary for development, it is the quality and attitude of the human resource that determines its pace, direction and ultimate realization. Government is therefore committed to earning the confidence of citizens to promote societal resilience in all spheres of life-political, social, economic, security and technological.

Every society needs to define its values and engage in activities that will sustain those set of values. The 1999 Constitution of the Federal Republic of Nigeria provides for the motto, social order and national ethics which underpin the values of Nigeria. The Constitution provides that the motto of the country shall be unity and faith, peace and progress. The Constitution also provides that the state social order is founded on the ideals of freedom, equality and justice. Section 23 provides that the national ethics shall be discipline, integrity, dignity of labour, social justice, religious tolerance and patriotism. Section 24 further prescribes duties for citizens of Nigeria to abide by the constitution, respect its ideals and its institutions, the national flag, the national anthem and legitimate authorities; help to ensure the good name of Nigeria, defend the country and render national service and respect the dignity of other citizens.

The National Orientation Agency is the powerhouse that drives attitudinal change, which is the foundation for national Change. The Agency is endowed with great potentials that can be fully exploited

by government, NGOs, Multilateral and Civil Society Organizations to meet the socio-political challenges of development and bring about the desired change. The Agency has an elaborate grassroots structure, which provides extensive reach to the majority of Nigerians, a robust platform for synergy and mechanisms for expanding the political space for citizens' engagement.

Based on the objectives and functions of the Agency as stated in its enabling instrument, the mandate of the Agency is clearly broad, all encompassing, multi-sectoral and people-based. In summary, its functions can be categorized into the following key areas.

- Communicating government policies, programmes and activities to the people;

- Mobilizing favourable public opinion and support for government policies, programmes and activities;

- Providing feedback to government on people's reaction to its policies, programmes and activities;

- Promoting Nigeria's Core values and positive attitudes through programmes of value re-orientation;

- Establishing social institutions and framework for deliberate exposure of Nigerians to democratic norms and values for a virile, peaceful, united, progressive and disciplined society;

- Promoting a vibrant democratic culture and citizen's responsibility through political and civic education;

- Promoting partnership with development Agencies, MDAs, Civil Society Organizations (CSOs) and other strategic stakeholders for achieving national goals.

All through history, social mobilisation and societal engagement for social resilience have remained critical tools for harnessing the potentials and collective will of the people for national development. Today, a new chapter is open in the history of Nigeria with the philosophy of change of this administration.

For the philosophy of government and the corresponding policies and programmes to yield the desired result, an elaborate and sustained programme of social mobilisation is critical in creating the necessary public awareness and mobilising Nigerians to be part of this new wind of change.

It is in the light of the foregoing, and with particular commitment to our mandate as a social engineering organisation that this strategic document has been developed as reference materials that would guide our operations and programme delivery in the next couple of years.

1.1 VISION

A Nigeria governed properly with active citizen participation.

1.2 MISSION

To mobilise, enlighten and re-orient citizens to participate in governance and development with positive values.

1.3 VALUES

NOA shall be guided by the following core values:

- **Democracy**, requiring us to promote citizen participation.
- **Religious Tolerance**, requiring us to respect and accommodate all religious persuasions.
- **Integrity,** requiring us to match our words with action in honesty and truthfulness.
- **Patriotism**, requiring us to display love for country and its symbols.
- **Peaceful Co-existence,** requiring us to work with all persons from all classes, sex and ethnic background.

The values can be remembered by the acronym **DRIPP.**

1.4 PURPOSE OF STRATEGY

The National Orientation Agency (NOA) was established in 1993. Since then, it has been implementing programmes and activities to achieve its mandate. Despite its achievements, there is increasing challenge with public enlightenment, citizen engagement, social mobilization and value re-orientation.

The appointment of a new Director General gave an impetus for a strategic direction for the agency. Meanwhile, the goal of the new management is consistent with the vision of the Agency which is "to develop a Nigerian society that is orderly, responsible and disciplined; where citizens demonstrate core values of honesty, hard-work and patriotism; where democratic principles and ideals are upheld; and where peace and social harmony reign".

The formulation of this strategy is therefore intended to re-energise and reposition the Agency as a veritable melting pot between the government and the people in the task of nation building. Our conviction is that by fostering the desired understanding and effective partnership between the government and the people, Nigerians of all ages would work together to stimulate the process of rapid and integrated national development.

The strategic plan will therefor give an indication of actions to be taken to achieve the mandate of NOA within the environment that it is operating. The plan will also provide a framework, focus and guidance for improvement of operations with NOA.

1.5 PROCESS OF STRATEGY DEVELOPMENT

The process of producing this strategic plan started with visioning by the Director General immediately after his appointment. A committee was set up to produce a leadership strategic document. An external facilitator (Dr. Otive Igbuzor) was appointed to facilitate and guide the process.

The draft strategy was subjected to validation by selected stakeholders on ………………

The final strategy was approved by the agency on …………………………………..

SECTION TWO

2.1 INTERNATIONAL CONTEXT

Citizen participation is one of the fundamental principles of democracy. As a matter of fact, there can be no democracy without citizen participation. The sovereignty of a country flows from the citizens. Indeed, representative democracy is often connected to the notion of requiring citizens to vote and participate in the governance process.[1] But over the years, there is increasing public dissatisfaction and discontent all over the world making people feel that existing democratic forms are not serving the interests and opinions of majority of citizens. Many constraints to citizen participation have been identified including class differences; apathy; frustration and structural constraints that systematically distort communication and marginalise alternatives perspectives. This is why governments across the world are devising mechanisms to promote citizen participation and seeking for ways to put the citizens back to governance.[2]

There is consensus among development theorists and practitioners that citizen participation in governance and development is beneficial in several ways including getting information and ideas on public issues; public support; avoidance of protracted conflicts and costly delays; good will from the public and engendering the spirit of co-operation and trust between the government and the public.[3] Public involvement of citizens can take various forms including publicity (to persuade and facilitate public support); public education (to provide complete and balanced information so that citizens can make informed decision); public input (to solicit ideas, opinions and feedback from citizens); public interaction (to facilitate exchange of information and ideas) and partnership (to offer citizens formalised role in shaping decisions and action).

Public participation continuum

Publicity	Public Education	Public Input	Public Interaction	Public Partnership
Building public support	Disseminating information	Collecting information	Two-way communication	Securing advice and consent
Passive		Active		

2.2 NATIONAL CONTEXT
2.2.1 Introduction

Nigeria is a very large country occupying a vast expanse of land with area of 923,768 square kilometres. It had a population of 140,431,790 million according to the 2006 population census. The estimated population in 2017 was put at 182, 000,000 million. [4] Nigeria is a diverse country with over 250 ethnic groups and four hundred languages and dialects.[5] Nigeria is a multi-religious country with two main religious groups, Christianity and Islam. There is also a large number of people who are adherents of African Traditional Religion (ATR). Nigeria operates a federal system of government and administratively

divided into 36 states and a Federal Capital Territory (FCT). There are 774 local government areas in the states and six area councils in FCT.

2.2.2 Political Context

Nigeria plays important roles in Africa and international affairs. Nigeria attained political independence in 1960 after ninety years of colonial rule (1861-1960. After an initial civilian rule of six years, the military intervened in the political process. In the 56 years of post-independence, the military ruled for about 30 years. The many years of military rule has affected the democratic process and constrained citizen participation. There was return to civilian rule in 1999 with the election of Chief Olusegun Obasanjo who was president from 1999-2007. He was succeeded by Alhaji Umaru Musa Yar'Adua in 2007 he died in office in 2010 and was replaced by his Vice-President, Dr. Goodluck Ebele Jonathan, who was elected in a general election in 2011. In 2015, President Mohammadu Buhari was elected on the banner of change with focus on anti-corruption, security and economy.

2.3.3 Economic Context

Nigeria is a country that is endowed with a lot of human and natural resources.But long years of military rule and poor policies combined with rent-seeking culture have left the country with high levels of poverty and low access to social services. From 1990-1999, the economic growth rate in Nigeria was between 2-3 percent. But from 2000-2015, the economic growth rate more than doubled at between 6-8 percent. But in 2016, as a result of fall in the price of oil and renewed militancy in the Niger Delta where oil is produced, Nigeria slipped into recession. This has caused a lot of suffering and misunderstanding of government policies and programmes.

2.2.4 Social Context

Nigeria ranks very low in all socio-economic and development indices. There is increasing social degeneration and high levels of corruption. The Country has been consistently rated by Transparency International (TI) to be among the most corrupt countries in the World in its Corruption Perception Index. In 2000, Nigeria was rated as the most corrupt country in the world. In 2001 and 2003, there was marginal improvement and Nigeria was rated as the second most corrupt country. But since then, there has been steady improvements and the 2014 and 2015 Transparency Corruption Index ranked Nigeria 136 out of 175 countries and 170 countries respectively. Over the years, there have been several programmes to tackle corruption. But there is no strong citizens movement against corruption. The potential of citizens in fighting corruption was not tapped.

2.2.5 Technological Context

In the last few decades, there has been rapid technological development in the area of communications which has become one of the major drivers of the contemporary phase of globalization. The Information, Communication and Technology (ICT) sector is one of the greatest drivers of change, expansion and innovation in the 21st Century. The world has moved from the era of Post, Telephone and Telegraph to the dominance of ICT in all sectors.[6] With ICT, Global System for Mobile Communication (GSM) and Social Media, information can be sent to and received by millions of people. The reach of the social media in the world today is unprecedented. By the third quarter of 2016, Facebook had 1.79 billion active users.[7] In Nigeria, there were more than 16 million active Facebook users by February, 2016.[8] All of these can be harnessed to improve citizen communication and engagement.

SECTION THREE: ORGANISATIONAL ASSESSMENT

3.1 HISTORY OF NOA

The National Orientation Agency (NOA) was established by Decree 100 of 1993 now an Act of the National Assembly Caps 64 Laws of the Federation.

(Details to be provided by NOA)

3.2 ACHIEVEMENTS OF NOA

Since its establishment, the National Orientation Agency (NOA) has engaged in a lot of programmes, projects and activities geared towards achieving its mandate.

(Details to be provided by NOA)

3.3 ORGANISATIONAL STRENGTHS AND WEAKNESSES

NOA has exhibited a lot of strengths since it's formation in 1993. The agency was established by law and has budgetary allocation. It has a national spread with offices in 36 States, Abuja and 774 Local Government Areas. The organisation has the ability to simultaneously reach all Nigerians within the shortest possible time, using its nationwide platforms and structures. In addition, it can address the diversity issues of the country with the ability to speak all Nigerian Languages. Further more, over the years, the organisation has a legacy of mobilization and sensitization experience from MAMSER. Finally, NOA has the proven ability to deliver successful sensitization and awareness campaigns.

Despite these strengths, there are some limitations that the organisation is battling with. These include poor funding; ill motivated Staff, especially at the Local Government level; inadequate vehicles and other public enlightenment equipment for sensitization and mobilization; inadequate outdoor cinema equipment for community viewing of public enlightenment materials and undue administrative bottle-neck animating from the bureaucratic process which often inhibit proactive response to burning national issues.

However, there are huge opportunities to reposition the organistion including the possibility of expanding scope for partnerships; building synergy with MDAs across the three tiers of government as well as the three arms of government; leveraging on partnership with development partners, academics, CSOs and citizens groups.

In order to leverage on these opportunities, there is the need for strategic repositioning of the organisation, building the capacity of the staff, promoting understanding of the strategic role of NOA and ensuring co-operation and synergy with other MDAs.

3.4 STAKEHOLDER ANALYSIS AND STRATEGIC CHOICES

NOA engages with a wide range of stakeholders in its work. They include the executive (the Presidency), the legislature, the judiciary, State governments, local governments, MDAs, development partners, companies, civil society organisations (CSOs), faith based organisations, the academia, community based organisations, professional associations, media, development partners, trade unions and the general public.

Some of the stakeholders have significant powers and have a high level of interest in the activities of NOA such as the Presidency, the legislature, state governments and local government. NOA will engage them fully in its decisions and actions. Some of the stakeholders such as MDAs, development partners, faith based organisations, community based organisations and civil society are crucial for the work of NOA and there is the need for continuous engagement. Other stakeholders such as citizens and media show a lot of support which is crucial for achievement of the mandate and they should be regularly informed and carried along.

As already stated, the National Orientation Agency is a social engineering organisation with omnibus mandate. Its core functions, which include value re-orientation and attitudinal transformation; public enlightenment and mass mobilisation, political and civic education as well as advocacy, citizens engagement and feedback are critical to all aspects of our national life, being it public or private religious or secular, political, social or economic health or environmental.

While the Agency has the structure, the capacity and reach to simultaneously embark on programmes within its purview on a sustained basis nationwide, it is imperative in the light of the lean finances and in the interest of effective service delivery, to prioritise its programmes. This is to reflect the realities of the moment, address burning national challenges in line with policy direction of government and the yearnings and aspiration of the people of Nigeria.

Accordingly, the Agency shall vigorously pursue programmes in the following priority areas.

1.   **Value Re-orientation**

The rapid deterioration of our traditional value system has led to the institutionalisation of a culture of greed, indiscipline and corruption and the escalation of all forms of violent crimes, such as armed robbery, kidnapping, hire assassinations, ritual killings, vandalism, ethno-religions violence, insurgency, terrorism among others. It is in recognition of the devastating effects of

the erosion of our national values and the dire need to halt this dangerous social drift, that the *Change Begins With Me* programme has been launched as a value re-orientation programme general towards engaging Nigerians to embrace values that can engender integrated national development.

Consistent with the mandate of the Agency of propagating and promoting our core national values and in the light of the fact that positive attitudes and values are the building blocks of development anywhere in the world, the Agency shall accord value re-orientation programmes the deserved priority.

Consequent on the above, programmes which are geared towards inculcating the core national values as enshrined in Chapter 2, Section 23 of the 1999 Constitution (as amended) emphasized. The priority areas in this direction include:

i.   The on-going *Change Begins With Me* programme

ii.   Youth Orientation programmes

- *Catch Them Young* in secondary schools
- *Campus Focus* programme, on education with character
- *Youths as Agents of Change*: A national youth orientation programme focusing on various youth organisations.

iii.   <u>Stewardship and Accountability Fora</u>:
        To encourage accountability in governance and equip the citizens with the capacity and courage to make political office holders accountable to the people.

iv.   <u>Community Dialogue for peace, Social harmony and religious tolerance</u>:
        To constantly engage with Nigerians on the need for peace, unity, mutual understanding and harmonious co-existence.

v.   <u>Social Justice and the Rule of Law</u>:
        To promote the tenets of social justice and the rule of law discourage impunity and encourage Nigerians to follow laid down process of law in seeking redress and promote Alternative Dispute Resolution in the settlement of conflict.

2.   **Public Education and Mass Mobilisation Programmes**

While stressing that "a politically conscious, effectively mobilised and properly motivated population is the greatest deterrent to bad government" the Political Bureau Report of 1987 strongly recommended "a coherent, thorough and clearly guided and executed programme of social mobilisation and political education based on the new philosophy of government"(p206). The necessity for effective social mobilisation and public education is as urgent and as critical today as it was in 1987. There is the compelling need for the people to be educated and sensitised on the policy direction of this administration and to be effectively mobilised to defend

the integrity of the nation's economy, fight corruption, insecurity and wilful destruction of national assets; expose all forms of social ills and participate fully and actively in discussions and decisions affecting their general welfare.

Accordingly, the Agency shall continue to aggressively promote and popularise the new agenda and philosophy of government; provide effective public enlightenment on government policies and programmes and their benefits to the people; mobilise the people to be full participants in the process of governance and to take full ownership of government programmes and projects. In the new social mobilisation agenda of the Agency, we intend to work with the various target audience in our society, equip them with the requisite knowledge to take advantage of the vast opportunities in their society and to fight against all forms of discriminations and unjust traditions that tend to inhibit them from realising their potential.

The following critical areas shall be specifically focused:

i.   Public Education on the Diversification of Nigeria's Economy:
        Particular emphasis shall be placed on *The Green Initiative*, with a view to exposing Nigerians, particularly the youths to the potentials in Agriculture and mobilising them to go "back to land" and promote economic resilience.

ii.   Mobilisation Against Corruption and other Economic Crimes:
        While we seek to inculcate positive attitudes and values among Nigerians through a concerted programme of orientation, the people shall also be galvanised as anti-corruption agents. This we shall do by educating the people on the vices of corruption and the ravaging effects of corruption to the nation, their immediate society their families and the generations unborn. It is our conviction that through such a process of strategic communication, the people would be mobilised to have a high sense of revulsion for corruption and expose corrupt elements in their communities to ridicule, rather than being treated as stars to be celebrated.

iii.   Public Education Campaign Against Destruction of National Assets
        While government is working hard to fix critical infrastructure that have decayed over the years due to a long period of neglect, it also has to grapple with the challenge of wilful destruction of some of these infracture and other national assets. Apart from the disturbing menace of pipeline vandalism, there are also frequent attacks on communication transceiver stations, electric cables, public buildings and other national assets. Many of the perpetrators of these heinous crimes live within the communities where these crimes are committed. They often get away unchallenged because the people in these communities do not recognise and appreciate that public infrastructure are installed for public good and for the benefit and material well-being of the people.

        The campaign is geared to constantly educate Nigerians on the significant of public infrastructure to the people and mobilise them to fully take ownership of their protection.

iv.   Quarterly Town Hall on Government Programme, Activities and Achievements

As a matter of standing policy, the Agency shall hold quarterly Town Hall meetings across the country to inform Nigerians on government policy direction, the efforts being made by government, and the successes recorded in this regard. The essence of this is to create mass awareness on government's achievements on a regular basis and receive feedback from citizens.

v. Mobilisation Campaign for Personal Welfare, Self-Empowerment and the Fight Against Unjust Traditions
    The specific areas of focus include:
    - Women in politics
    - Youth, Democracy and National Development
    - Health and Environmental issues
    - Mainstreaming Gender for National Development
    - Unjust Cultural practices Against Women, Children and the Vulnerable, etc

3. **Political and Civic Education**
    The present administration is determined to evolve and consolidate a new political culture and consolidate political institutions that can engender a strong democratic polity anchored on free, fair and transparent election devoid of violence, impunity and manipulation. In line with this new agenda of government, the Agency's political and civic education programmes shall be centred on the following priority areas:

    i. Campaign Against Political Apathy
        This is to constantly make the electorate get involved in the political process by registering and voting during elections.

    ii. Continuous Voter Education:
        To continually sensitize Nigerians on their political rights and how to exercise those rights within the ambit of the law. The voter education programme is also intended to educate the electorate on appropriate political behaviour, voting process, party symbols and how to cast their votes during election.

    iii. Campaign on Violence Free Election:
        This programme shall precede every general election and off-season elections. The essence is to preach politics without bitterness and eliminate the incidences of violence and political thuggery that often characterise elections in Nigeria.

    iv. Education of Nigerians on their Civic Rights and Obligations:
        This is to constantly mobilise Nigerians to perform their civic duties, inculcate in them the spirit of selfless service to the nation and the ideals of nationalism, patriotism, loyalty, to fatherland as well as respect for national symbols and constituted authorities.

PLATFORMS AND IMPLIMENTATION STRATEGY

To effectively reach out to Nigerians in their various sectors and strata, the Agency utilises a variety of platforms and strategies for the implementation of its programmes. They include:

i.   Inter-Personal Platforms:
      The unique selling point of the National Orientation Agency is its presence in all the states and local government areas and its capacity to speak the language of the people in all the nooks and crannies of the country. The Agency therefore has the peculiar advantage of interacting directly with the people in their various localities. The Strategies for Inter-personal interaction include, but not limited to the following:

      a.   Community Dialogue Sessions
      b.   Work Place Advocacy to critical stakeholders:
            ▪   Faith-based Organisations
            ▪   Traditional Institutions
            ▪   Opinion moulders and community leaders
            ▪   Women Organisations
            ▪   Organised Labour
            ▪   Youth/Students Organisations
            ▪   Non-governmental Organisations
            ▪   Security Agencies
            ▪   The Media, among others.
      c.   Open Fora, Rallies, Town Halls, Motorised Road-Shows
      d.   Cinematography and TV Viewing Centres
      e.   Town Criers and the use of Hand-Hailers, etc
      f.   Theatre for Development (TFD)
      g.   Workshop, Seminars, Conferences and Roundtables
      h.   The use of Community Support Brigade volunteers also known as WAI Brigade volunteers.

ii.   Mass Media and Social Media Platforms:
      Apart from the grassroots reach of the Agency which makes inter-personal communication possible, the Agency explores the various media platforms to simultaneously communicates government policies to Nigerians. Some of the strategies utilised in this regard include:
            ▪   Production and placement of jingles and paid announcements
            ▪   Press conferences and Releases
            ▪   News commentaries
            ▪   Work place advocacy visits to media houses
            ▪   Sponsored programmes on the Radio and Television stations
            ▪   Newspaper advertisements
            ▪   Publication of in-house journals – *The Mobiliser*

      Apart from the conventional media platform, the Agency has also evolved a robust social media platform as an effective strategy for engaging with Nigerians, particularly the youths. Our social media platforms include:
            ▪   Email: abujanoa@yahoo.com
            ▪   Facebook: www.facebook.com/nationalorientationagency
            ▪   Twitter: www.twitter.com/noa.nigeria

- ▪   Blog: www. Noanaija.blogspot.com
- ▪   Transformation page: www.transformatio.gov.ng

iii.   <u>The Use of Information, Education and Communications Materials</u>:

The Agency also embarks on the production of information, education and communication materials as a strategy of reaching out to the people. Such materials include:

- ▪   Bill-boards
- ▪   Posters
- ▪   Handbills
- ▪   Flyers
- ▪   Stickers

SECTION FOUR: STRATEGIC DIRECTION

4.1 Strategic Goals

After a careful analysis of the mandate of NOA, context of operations, vision and mission, and stakeholder analysis, the strategic objectives are:

I. To communicate government policies, programmes and activities to the people and elicit their support and feedback
II. To promote Nigerian core values and positive attitudes through programmes of value re-orientation
III. To mobilise citizens to support government policies, programmes and activities
IV. To promote a vibrant democratic culture and citizen's responsibility through political and civic education.
V. To develop a permanent dialogue mechanism on transparency, accountability and good governance between citizens and government to facilitate a culture of openness.
VI. To forge partnerships with development partners, private companies and citizens' groups

4.2 Key Actions and Outcomes

4.21 Strategic Objective one: To communicate government policies, programmes and activities to the people and elicit their support and feedback

Key Actions

- Communicate government policies, programmes and activities through conventional and social media
- Utilize Information, Education and Communication materials
- Collaborate with MDAs to institute ICT platforms for citizens engagement and feedback
- Conduct public education on key government policies e.g diversification of the economy, anti-corruption war, whistle blowing, protection of public assets and respect for national symbols
- Run cinematography and TV viewing centres.
- Organize workshops, seminars, conferences and roundtables.

Key Outcomes

- Citizens more informed about government policies, programmes and activities
- Increased citizens engagement utilizing ICT platforms

4.22 Strategic Objective Two: To promote Nigerian core values and positive attitudes through programmes of value re-orientation

Key Actions

- Implement change begins with me programme
- Implement Youth re-orientation programme
- Implement other re-orientation programmes in partnership with stakeholders

Key Outcomes

- Change in attitude of citizens
- Improved conduct of citizens
- Change in attitude of civil servants and policians

4.23 Strategic Objective Three: To mobilise citizens to support government policies, programmes and activities and support government to ne responsive

Key Actions

- Hold town hall meetings on crucial government policies, programmes and activities.
- Hold community dialogue for peace, social harmony and religious tolerance
- Organise open forums, rallies, town hall meetings and motorised road shows
- Use town criers and hand hailers
- Utilise theatre for development
- Utilise community Support Brigade Volunteers

Key Outcomes

- Increased citizens understanding of government policies, programmes and activities
- Improved citizens support for government policies, programmes and activities
- Improved harmonious relationship and decrease in hate speech
- Improved responsiveness by government

4.24 Strategic Objective Four: To promote a vibrant democratic culture and citizen's responsibility through political and civic education.

Key Actions

- To organize civic and political education across the country
- To campaign for discipline
- To campaign for social justice and rule of law

- To campaign for personal welfare, self-empowerment and fight against harmful traditional practices.

Key Outcomes

- Improved citizens knowledge and engagement with the electoral and governance process
- Improved conduct of citizens on the road and public places
- Decreased harmful traditional practices

4.25 Strategic Objective Five: To develop a permanent dialogue mechanism on transparency, accountability and good governance between citizens and government to facilitate a culture of openness.

Key Actions

- Institutionalise interactive forums between MDAs and citizens
- Hold interactive forums regularly.
- Hold geo-poplitical, sectoral and demographic platforms regularly

Key Outcomes

- Institutionalized permanent dialogue mechanism

4.26 Strategic Objective Six: To forge partnerships with development partners, private companies and citizens' groups

Key Actions

- Identify citizens groups, private companies and development partners to engage with
- Forge partnership and conduct community dialogue sessions with CBOs, FBOs, academics
- Forge partnership and engage in workplace advocacy with critical stakeholders
- Build bridge between citizens and government.

Key Outcomes

- Identified critical stakeholders
- Working and functional partnerships with critical stkeholders
- Citizens and government working together to formulate and implement policies, programmes and activities

5.1 STRUCTURE

The Agency has a three-tier structure consisting of the National headquarters, the State Directorates and Local Government offices. This structure is aligned to the Federal Structure, not only for administrative and operational efficiency, but to also ensure the presence of the Agency nationwide, particularly at the grassroots where majority of Nigerians reside.

3.1 National Headquarters

The National Headquarters is mainly responsible for the formulation and design of polices and strategies for programme implementation as well as the monitoring and evaluation of such programmes. There are six departments at the National Headquarters each headed by a Director.

3.2 State Directorates

Directorate has three departments and are mainly responsible for implementing programmes at the State level. They also supervise and monitor programmes implementation by the Local Government Offices. It is important to note that because of diversity of languages, culture and other practices, the State Directorates adapt programmes where necessary, to conform with their local peculiarities but without losing the substances and intended messages.

3.3 Local Government Offices

The Local Government offices are the arrowheads of the Agency's grassroots mobilization. They are very critical and strategic because they deal directly with the majority of Nigerians, providing them the necessary platform for popular participation in the political process. Apart from being strategic in providing feedback and intelligence that are necessary for public policy formulation, they also provide credible medium for social engagement. It is instructive to note that communication at this level is done in the language of the people taking cognizance of their sensibilities and values.

5.2 ORGANISATIONAL IMPLICATIONS

5.2.1 Management

The Management of the NOA will be led by the Director General. The management team at the Federal, State and Local Government levels will be constituted by heads of department/units. Human Resource and Organisational Development will be given priority during the plan period. The capacity of staff to deliver the mandate of the organisation will be built. Efforts will be made to ensure co-ordination and synergy with between the federal, state and local government areas.

5.2.2 Resource Mobilisation and Financial Management

Efforts will be made to increase budgetary allocation to NOA given the strategic position of the organisation to the change agenda. In addition, the organisation will diversify its funding through strategic partnership with development partners and private companies. In this regard, NOA will conduct donor mapping and develop a fund raising strategy.

5.2.3 Communication

Internal and external communication will be improved enhanced especially communication amongst departments and between the headquarters and the state and local government offices. Circulars, memos and emails will be utilised regularly to improve internal communication. Conventional and social media will be utilised for external communication.

5.2.4 Information Technology

The NOA will improve on the procurement, deployment and utilisation of ICT in all its activities. The capacity of staff will be built on the use of ICT.

5.2.5 Documentation

The scope and quality of documentation will be improved. The capacity of staff to document activities and reports will be built.

SECTION SIX: MONITORING AND EVALUATION

6.1 INTRODUCTION

The implementation of this strategic plan will begin with the process of managing for result at all levels. We have therefore developed a comprehensive monitoring and evaluation framework that specifically spells out our hierarchy of results including performance indicators at every level, a risk analysis and risk management matrix.

6.2 MONITORING AND EVALUATION FRAMEWORK

This framework will help to institutionalize monitoring and evaluation in NOA during the strategic plan period. We will invest in capacity building of staff at all levels. Staff will be trained to collect routine

monitoring data and determine what type of evaluation is feasible for each component and at any given time -opinion surveys, rapid reviews or evaluations, performance audits, budget monitoring/expenditure tracking, cost-benefits analyses, or rigorous, in-depth impact evaluations, etc.

Finally, we will invest in data dissemination and use for decision making at all levels; including a process of participatory monitoring and evaluation that will involve stakeholders.

Table… - Key Results and Indicators for the NOA Strategic **Plan**

Objectives/key results	Indicators	Means of Verification (data source)	Assumptions/Risks
Strategic Objective 1 – **To communicate government policies, programmes and activities to the people and elicit their support and feedback.**			
Improved citizens understanding and engagement with government policies, programmes and activities	Evidence of improvement in understanding of government policies, programmes and activities. Number of ICT platforms for citizens engagement Evidence of increased citizens engagement	Survey report Report on ICT platforms Newspaper reports	Willingness of citizens to engage with NOA and government
Strategic objective 2 - **To promote Nigerian core values and positive attitudes through programmes of value re-orientation.**			
Changed attitude and conduct of citizens	Evidence of implementation of change begins with me	Change begins with me implementation plan and report Youth re-orentation plan and report	Willingness of citizens to embrace change

Objectives/key results	Indicators	Means of Verification (data source)	Assumptions/Risks
	Existence and deployment of youth re-orientation and other re-orientation programmes Extent of change in behavior and conduct of citizens	Newspaper reports Opinion survey report	
Strategic Objective 3 – **To mobilise citizens to support government policies, programmes and activities**			
Mobilized citizens supporting government policies, programmes and activities	Existence and deployment of communication and mobilization strategies Number of citizens reached with mobilization messages	Communication and Mobilisation strategy Project report Newspaper reports	Willingness of citizens to engage
Strategic objective 4 - To promote vibrant democratic culture and citizen's responsibility through political and civic education			

Objectives/key results	Indicators	Means of Verification (data source)	Assumptions/Risks
Improved citizen knowledge and engagement with the electoral and governance process	Increase in the number of voters at elections Reduced number of void votes at elections Improved revenue from payment of taxes Reduced number of harmful traditional practices	Civic and political education manual Campaign reports Newspaper reports	Implementation of Strategy
Strategic Objective 5 – **To develop a permanent dialogue mechanism on transparency, accountability and good governance between citizens and government to facilitate a culture of openness.**			
Institutionalized permanent dialogue mechanism	Number of interactive forums held between MDAs and citizens Number of citizens reached through interactive sessions	Interactive forum reports Newspaper and media reports	Willingness of citizens and government to engage
Strategic objective 6 - To forge partnerships with development of partners, private companies and citizens' groups			

Objectives/key results	Indicators	Means of Verification (data source)	Assumptions/Risks
Improved partnership for change	Number of possible partners identified Number of strategic partnerships established (including MoUs signed)	MoUs Meeting reports Newspaper and media reports	Implementation of Strategy

Table… below shows a risk analysis/management matrix that can be updated from time to time.

Table…. Risk Analysis/Management Matrix

No	*Risk*	*Probability*	*Impact*	*Comments/Mitigation Strategy*
1.	Stakeholders have lost confidence in government and unmilling to engage	H	H	Effective Stakeholder engagement and confidence building
2.	Stability of the Political system	M	H	Continuous sensitization of Management and Staff of NOA. Advocacy with government
3.	Low capacity of Staff	M	M	Continuous Capacity building of Management and staff of NOA
4.	Timely Project and financial report to	M	H	Capacity Building; Supervision and Performance Management

	development partners and stakeholders			
5.	Natural disaster	L	H	Disaster Recovery Plan

ENDNOTES

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