



FEDERAL REPUBLIC OF NIGERIA



*For Accelerating the implementation, Communication and Monitoring of SDGs in Nigeria (2018)*



# **Communication Strategy**

*For Accelerating the Implementation, Communication  
and Monitoring of SDGs in Nigeria*

© Office of the Senior Special Assistant to the President on Sustainable Development Goals.

# Contents

Foreword .....	iii
Preface.....	v
Acknowledgements .....	vii
Select Acronyms and Abbreviations.....	viii
<b>1. Setting the Stage for SDGs Communication and Advocacy in Nigeria.....</b>	<b>1</b>
1.0 The Global Background .....	1
1.2 The Sustainable Development Goals.....	2
1.3 Case for an SDGs Communication Strategy.....	3
1.4 Approach and Methodology.....	4
1.5 Research and Information Management .....	4
1.6 Findings From a Random Opinion Monitoring and Research.....	5
<b>2. Policy Imperatives for SDGs Communication in Nigeria.....</b>	<b>7</b>
2.0 Policy and Strategy Objectives .....	7
2.1 Communication for Development.....	7
2.2 Communication Principles From the Federal Constitution and Laws .....	8
2.3 Freedom of Media and Communication .....	9
2.4 Communication Policy for Citizens Empowerment.....	10
2.5 Communication and Information in Africa’s Most Complex Nation .....	11
2.6 Civic Education .....	12
<b>3. Specific Guidelines for Strategic Communications and Advocacy.....</b>	<b>13</b>
3.1 Overview.....	13
3.2 A Business Process Model for SDGs Communication.....	14
3.3 The Engagement Methodology .....	15
3.3.1 The National Level Approach.....	15
3.3.2 The State Level Approach .....	15
3.3.3 The Local Government Area Approach.....	16
3.3.2 Women Leaders and the SDGs Global Conversations .....	16



3.4	The Strategic Advocacy Toolkit.....	16
3.5	Strengthening ICT–Based Communication.....	17
3.6	Social Media .....	17
3.7	Intensified Role of the Media .....	18
3.8	Training and Capacity Building .....	18
3.9	Central Role for the National Bureau of Statistics.....	19
3.10	Internal Government Communication .....	19
3.11	Professional Communication Personnel .....	19
3.12	Improved Stakeholder Engagement and Messaging.....	20
3.13	Civic Engagement and Education .....	21
3.14	Receiving Feedback and Public Perceptions on SDGs Implementation .....	22
<b>4.</b>	<b>Implementation, Monitoring and Evaluation .....</b>	<b>24</b>
4.1	Key Responsibilities for Communication.....	24
4.1.1	Head of OSSAP-SDGs .....	24
4.1.2	Head of Communication .....	24
4.1.3	Head of Units .....	25
4.1.4	OSSAP SDGs Staff.....	25
4.1.5	OSSAP-SDGs Partners .....	25
4.2	Schedule of Activities and Quick-Wins Focus.....	25
4.3	Dissemination, Monitoring and Evaluation.....	26
4.3.1	The Dissemination Plan .....	26
4.4	Monitoring and Evaluation Indicators.....	26
4.5	Monitoring and Evaluation.....	27
	<i>Annex 1: Matrix for the National Approach .....</i>	<i>29</i>
	<i>Annex 2: Matrix for the State Level Approach.....</i>	<i>33</i>
	<i>Annex 3: Matrix for the LGA Level .....</i>	<i>34</i>

# Foreword

I am delighted to pen a foreword to this *Communication Strategy* for the Sustainable Development Goals (SDGs) for Nigeria, noting that it has been prepared at a most momentous time for our nation. As it is, my administration remains focused and relentless in pursuing all in our power to deliver the vision of the SDGs. The SDGs are a major global compact and I believe that Nigeria - like all other nations - must rise to the occasion. We must redouble our efforts in order to fulfil our commitment to the people of our great nation, and the wider international community.

In the specific context of Nigeria, I am especially cognizant of SDGs number 1 and its vision to eradicate extreme poverty, which currently afflicts a large segment of our people, from our midst. Since assuming office in 2015, my government has developed various policy frameworks, notably the *Economic Recovery and Growth Plan (ERGP)*, and established the necessary institutional frameworks, designed to ensure that all the 17 SDGs are pursued and realized within the 2030 timeframe. I note, with pleasure that Nigeria was among the very first nations in the world to have responded positively to the call for voluntary national SDGs reviews which we delivered at the highest level of the United Nations (UN) in New York in September, 2017. We have also made all efforts, within the prevailing resource constraints, to allocate appropriate budgetary resources to support our development programmes. In our pursuit of these global goals, my administration is already working with various national and international partners, including the Private Sector, Civil Society Organizations and Development Partners, through innovative institutional arrangements, to ensure that we, collectively, deliver on the promise of sustainable development and tackle some of the most pressing development challenges such as the *Boko-Haram* insurgency that has created a monumental Humanitarian crisis in the North east and the incessant herders-farmers conflict in the Middle Belt. Going forward, it is the hope of my government to progress these extended partnership arrangements as indeed envisioned in SDGs 17 in order to secure the required social and economic capital that is needed to deliver the SDGs.

As is clearly evident on the pages that follow in this document, the major objective for the development and implementation of the SDGs specific *Communication Strategy* is to ensure that the office of the Senior Special Assistant on the SDGs is professionally empowered to deliver on the mandate that I have assigned to it. In this regard, the Office of the Senior Special Assistant to the President on the Sustainable Development Goals (OSSAP-SDGs) has been directed to ensure that it meets its primary objective; which, *inter alia*, is to bridge the communication gap that presently exists in coordinating and communicating the SDGs vision and aspirations. I have the confidence that the office will put in place a robust mechanism for ensuring that we are able to track, report, communicate progress and mobilize all national stakeholders around the SDGs. I do also hope that under this Strategy, we shall be able to unpack the meanings and implications of SDGs to the national and indeed unique sub-national, aspirations throughout Nigeria's body polity. It is my earnest hope that with the intended vigorous SDGs campaigns, dissemination and sharing of information as well as advocacy at all levels, all Nigerians will be mobilised and empowered and will begin to appreciate the many ripple benefits that such an arrangement portends for our beloved nation.

I look forward to a new era of vibrant communication, closer interaction and improved linkages with all our stakeholders for the benefit of our people, our country and planet earth.

**Muhammadu Buhari, GCFR**

President and Commander-In-Chief  
of the Armed Forces of the Federal Republic of Nigeria



## Preface

This integrated, and certainly the most comprehensive *Communication Strategy intended to govern Nigeria's race towards the SDGs* has been prepared in response to an acutely felt need. There has been a felt need to have an overreaching document governing the overall SDGs coordination, management and communications objective, but even more importantly, the felt-need to also harmonize the many disparate and discordant voices on such a major policy objective of government. As may be apparent elsewhere in this document, the overriding objective in crafting this policy and strategy document is to have in one place a single-referral document that provides the essential guidelines that are today universally acknowledged as crucial for realising the communications objective of any office or organisation. I believe that without focus and a well-executed communication plan, the Office of the Senior Special Assistant to the President on SDGs cannot effectively relate to its multiplicity of stakeholders, especially those in the far-flung areas of Nigeria. Moreover, without such singularity of focus, we may not successfully be able to orchestrate, let alone deliver, the onerous objective of realising the vision that world leaders, including our President Muhammadu Buhari, GCFR committed to in September 2015.

I am gratified to note that in preparing this document, the team of dedicated officers in my office has gone beyond the traditional tenets of communication and sought to include specific engagement guidelines for the national SDGs implementation process. They have evolved a consistent national standard around the preparation, handling and eventual dissemination of SDGs-related information. The document has touched, for instance, on such areas as the role of an official spokesperson and the synergies to be derived from coordinated actions within government programmes at national and sub-national levels, or indeed, by the various stakeholders. This document advocates and calls for a consideration of a robustly executed SDGs branding policy that is consistent with the SDGs vision and image at sub-national, national and international levels. It is noted in this regard that the one common omission in previous efforts has been the absence of such clear guidelines relating to the brand; the

language standard, style, colour choice, use of the national coat of arms, the font size –among other elements. Moreover, the document has proposed and made the case for a predictable calendar of key activities intended as part of the national dissemination and advocacy programme. Quite clearly, considerable effort has been made at building a basic corporate standard for SDGs implementation and communication in Nigeria, in the hope that this will influence positive action on the ground across the entire nation.

In the final analysis, the document has spelt out guidelines and key communication specifics, along with the actual activities that will be expected to define the programme of activities during at least the first five years of its implementation. All the usual communication activities have been brought on board to cover the full array of possibilities for the public engagement through the print and electronic media; from the creative use and engagement with newspapers, radio and television all the way to the development of, and publication of official SDGs documents. A key component that the Strategy brings on board is the continuous engagement with media outlets through the consistent provision of well-packaged information and through well-targeted training and capacity development activities for key SDGs stakeholders at both national and sub- national levels.

As we move to adopt and implement this *Communication Strategy* document, it is my sincere hope that we would have played our role in seeking to ensure that we remain accountable to the Nigerian public in line with the constitutional expectations of our nation’s democracy. Above all, however, I call on all Nigerians to rally round the document and help us in its implementation, if only because at the end of the day, it is the tangible developmental dividends accrued to our people that will define the success or otherwise of our SDGs aspirations.

## **Princess Adejoke Orelope-Adefulire**

Senior Special Assistant to the President on Sustainable Development Goals

# Acknowledgements

The preparation of this document would not have been possible without the combined efforts of a number of persons.

First and foremost, we must thank the Federal Government of Nigeria under the pragmatic leadership of H.E Muhammadu Buhari, GCFR who deemed it fit to establish a full office under the Presidency to directly advise and oversee SDGs implementation in Nigeria.

The actual preparation of the strategy and policy document has enjoyed the full backing and policy guidance from the Senior Special Assistant to the President on SDGs, Princess Adejoke Orelope-Adefulire. We thank her most sincerely, for not only making sure that resources were made available for undertaking this exercise but also for the show of extraordinary patience and wise counsel during the various stages of the exercise.

The staff members in the Office of the Senior Special Assistant have been wonderful interlocutors throughout this exercise. They shared extremely useful information including documentation on the various stages the SDGs have experienced in Nigeria and pray that this spirit will continue during the all-important implementation stages of this exercise.

We express gratitude to our consultants, who worked overdrive, to ensure that the document was put together in a timely manner. The consultants traversed various locations and talked to various stakeholders in order to monitor and inject critical public opinion of stakeholders into the strategy.

Last but not the least, our thanks are due to our readers and international experts who provided overall strategic guidance, including review, and advice in order to ensure that our Nigerian document compares closely with peer member states of the United Nations who in their own respective ways are also grappling with the challenge of SDGs implementation.

**Dr. Hassan K Suleiman**  
Secretary of Programme

Office of the Senior Special Assistant to the President on Sustainable Development Goals

## Select Acronyms and Abbreviations

BPM	Business Process Model
C4D	Communication for Development
CBOs	Community Based Organizations
CFRN	Constitution of the Federal Republic of Nigeria
CSOs	Civil Society Organizations
FBOs	Faith Based Organisations
GoN	Government of Nigeria
ICTs	Information Communications Technologies
IEC	Information, Education and Communication
LGA	Local Government Area
MDAs	Ministries Departments and Agencies
MDGs	Millennium Development Goals
NBC	National Broadcasting Commission
NBS	National Bureau of Statistics
NBCD	Nigeria Broadcasting Commission Decree
NCC	Nigerian Communications Commission
NGOs	Non-Governmental Organizations
NHDR	National Human Development Report
NVR	National Voluntary Review
OSSAP-SDGs	Office of the Senior Special Assistant to the President on SDGs
PLWDs	People Living With Disabilities
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats



# Setting the Stage for SDGs Communication and Advocacy in Nigeria

## 1.0 The Global Background

The Sustainable Development Goals (SDGs) were unanimously agreed and adopted during the 70<sup>th</sup> Session of the United Nations General Assembly in New York in the month of September 2015. The vision therein, was in part, to address the unfinished business of the Millennium Development Goals (MDGs) but as importantly, chart a new direction that would usher the global community into a new, peaceful and more prosperous era.

The SDGs recognises that eradicating poverty in all its forms and dimensions, and especially the menace of extreme poverty, is the greatest global challenge and hence an indispensable requirement for Sustainable Development. To this end, countries and all stakeholders, acting in collaborative partnerships are expected to embrace and join the race towards the realisation of the SDGs.

The 17 SDGs and a staggering 169 targets demonstrate the scale and ambition of this new global agenda. Moreover, they seek to fast-track the human rights of all; achieve gender equity and equality as well as the empowerment of women and girls.

In the context of Nigeria, it is to be appreciated that a number of steps have already been taken towards the national acceleration of SDGs. These include drawing lessons from *the MDGs End Point Report* (2015) which also highlighted some of the missed steps and opportunities for the future; *the Human Development Report* (2015) which focussed on Human Security and Human Development in Nigeria and the *National Voluntary Review Report* (2017) which sought to highlight the national preparedness in implementing the SDGs agenda across the entire federation. In more recent times, the *Human Development Report* (2018) has itself paid attention to critical SDGs-related issues by paying exclusive attention to the Humanitarian, Peace and Development nexus that has engulfed North East Nigeria for the better part of the last decade.

In brief, the SDGs as a globally unifying agenda has set the parameters for sustainable development and are thus expected to stimulate action in all areas of critical importance for humanity and the planet at large. The inter-linkages and integrated nature of the SDGs are crucial in helping to ensure that the purpose of the new Agenda is realized.

## 1.2 The Sustainable Development Goals

The 17 SDGs in issue are as listed here below:

1. End poverty in all its forms everywhere;
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture;
3. Ensure healthy lives and promote well-being for all ages;
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all;
5. Achieve gender equality and empower all women and girls;
6. Ensure availability and sustainable management of water and sanitation for all;
7. Ensure access to affordable, reliable, sustainable and modern energy for all;
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation;
10. Reduce inequality within and among countries;
11. Make cities and human settlements inclusive, safe resilient and sustainable;
12. Ensure sustainable consumption and production patterns;
13. Take urgent action to combat climate change and its impacts;
14. Conserve and sustainably use the oceans, seas and marine resource for sustainable development;
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss;
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels; and
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development.

### 1.3 Case for an SDGs Communication Strategy

The main rationale for the development of an SDGs focussed Communication Strategy for Nigeria, is really to address gaps that exist in the Public Sector generally with reference to the challenge of communicating the imperative of the SDGs so as to be appreciated and owned by all stakeholders.

In the specific case of Nigeria, the following - among other factors - are definitive:

- (i) The need to reach out to a wider cross section of Nigerian stakeholders that are below the line activation; including especially those in remote parts of the country and in areas affected by endemic strife and conflict such as the North East, and who therefore, need to be approached through alternative channels and languages of communication;
- (ii) The need for OSSAP-SDGs to bring on board the key lessons from the MDGs era, which was essentially, the poverty of communicating the goals and their intentions so as to be owned and appreciated across the board;
- (iii) The need to bring all Nigerians on board, and extend the same to all key stakeholders, including the Private Sector; Development Partners; Media; Trade Unions; The Youth; and People Living with Disabilities(PLWD);
- (iv) The need to put in place a strategic communications framework that allows and facilitates better coordination, leveraging of synergies across and between all SDGs implementing entities; and
- (v) The need to showcase Nigeria nationally and internationally as a pace-setting country that is progressively delivering the SDGs promise.

In general, effective service delivery by the federal government in order to meet the ever-rising public expectations is part of the reason that a comprehensive communications policy and strategy document on SDGs is required. It is hoped that this initiative should lead to the efficient execution and management of public sector expectations and information needs on a sound and continuous basis. Above all, it should provide a basis for structured reforms and engagements, including budgetary allocations in support of the national communications processes. Moreover, it is hoped that communication is singularly the most important accountability tool that leadership calls for.

## 1.4 Approach and Methodology

This strategy has been developed through a consultative process that involved various steps. A series of meetings within the Office of the Senior Special Assistant to the President on Sustainable Development Goals (OSSAP-SDGs) recognised the need for a structured communication process and approved its development. A consulting firm was thereafter procured and specific ToRs provided, including *interalia*, the need to review all relevant SDGs documents; collection and mining of ground data from various Nigerian states; consulting with various SDGs implementing institutions and entities in Nigeria; conducting interviews with key leaderships within the OSSAP-SDGs with a view to understanding the strategic direction the office wanted to pursue; preparing an inception report and thereafter, putting together an interim strategy that is informed by the real and identified communication needs.

Further, a previous draft strategy was reviewed on the basis of a SWOT analysis and especially to consider its limitations and gaps. Several key development policy documents from the MDGs era right to the present SDGs era have been consulted in order to put into perspective the basic socio-economic profile of the federation. Last but not the least; the document has also tried to incorporate key lessons from the international experiences as a basis for enriching the Nigerian approach to SDGs communication and advocacy. In the final analysis, a major Communication stakeholders' workshop has also been held in the first quarter of 2019 in order to present ideas from the proposed strategy; secure the buy-in of various stakeholders and to ensure the incorporation of any final comments ahead of the full implementation and rollout of the strategy.

## 1.5 Research and Information Management

This strategy recommends the integration of continuous short-term research and information management in order to address new and emerging challenges within Nigeria's communications environment. In this context, it must be appreciated that Nigeria's general societal reality remains dynamic and in a continuous state of flux. This reality demands that OSSAP-SDGs office be in a position to accommodate sudden or gradual changes. Monitoring and research is therefore a key component that aids the continuous mining of relevant information that aids decision making. The idea is to ensure that there is an office or unit that continuously collects, analyses, tabulates keeps and also publishes information and data that in turn supports decision making. Such information and data is always useful in ensuring that appropriate decisions are made possible on the basis of forecasting, review and appropriate interventions designed before situations or circumstances spiral out of control. In a properly designed system, technology through basic computing will make it possible to capture



the empirical, spatial, normative or forensic data that is then stored and managed in order to facilitate continuous and regular information sharing with various stakeholders.

Amongst the envisaged activities under this aspect of the Strategy are therefore possibilities for speedy opinion polls on emergent socio-political and economic activities that are on-going in the country; designing and undertaking thematic research on specific SDGs goals and targets; setting up of a data base on the major demographics and interest groups and their values, possible positions and how best to mobilize them effectively; testing of emerging SDGs concepts and proposals amongst members of the public in the various states; monitoring and capturing information from the various government Ministries Departments and Agencies (MDAs); forecasting on likely impacts of specific interventions; use of scientific methodologies to generate data, develop systems to perform analyses on public service from the output perspective, including from the various states. The Nigeria's Bureau of Statistics would also be a useful source to provide various SDGs-related data.

One ultimate goal of this strategic intervention is to ensure professional data generation, storage and retrieval when required and that it will enable the "scientific" interface between various MDAs; the states and their publics. An IT-backed data sharing system will link all Communication Officers in respective offices and locations for information-sharing on crucial SDGs progress while also ensuring that top government officials have the current information that they need about the SDGs and relying on it to make decisions while also providing the required strategic leadership.

## **1.6 Findings from a Random Opinion Monitoring and Research**

Public opinion monitoring and research is recommended as a necessary capacity to integrate within government Communication on a regular basis. This is because public opinion research identifies the information required to address issues, it reflects public concerns, beliefs and values and weighs public perception on a particular issue. A random public opinion poll which was conducted by the consulting house across the 6 geo-political zones showed that most Nigerians knew very little of the SDGs and even fewer knew about an existing Communication and Advocacy Strategy document for the SDGs.

It is significant that most youth interviewed knew almost nothing about the SDGs. When asked how many SDGs there were; most simply didn't know and others just said there were many. This lack of information was also seen across other stakeholders (CSOs, FBOs, Private business women and men and staff of MDAs who were asked the

same questions. Clearly, only a few stakeholders who were actively involved in some intervention or other on the SDGs in their states were able to explain the SDGs and accurately list them. Priority areas also differed from state to state with a few cross-cutting across the states; notably, quality education, zero hunger, health care and gender equality.

In overall terms, the snapshot survey appears to suggest that nearly all stakeholders agree that there is a major challenge in communicating the SDGs and that they have inadequate information; are not aware and not properly sensitised.

The OSSAP-SDGs office therefore is obliged to strengthen its communications capacity in order to ensure that the Nigerian public is brought aboard the SDGs. In this regard, various options shall be explored, including the use of both traditional and modern media while, also strengthening research and monitoring of progress and impact.



# Policy Imperatives for SDGs Communication in Nigeria

## 2.0 Policy and Strategy Objectives

The next two chapters of this document present policy and strategy proposals that are intended to inform all SDGs communication objectives of the Government of Nigeria (GoN). It is recognised that the eventual establishment of a more centralized Communications Coordination Unit will be vital in supporting all external communication initiatives and enforcing the GoN corporate brand and image; ensuring monitoring and feedback on a national scale. The main policy objectives to underpin the eventual realization of the policies and proposals as articulated herein are that the GoN commits itself to undertake the following:

- Embrace the use of all forms of SDGs communication (both traditional and modern) to reach and engage with all stakeholders;
- Ensure that all SDGs communication initiatives within the public sector are well coordinated, effectively managed and responsive to the diverse information needs of the public, including the physically challenged persons; minorities and vulnerable populations;
- Provide the public with timely, accurate, clear, objective and complete information about policies, programmes, services and initiatives undertaken, as a constitutional obligation; and
- Ensure that all public institutions are visible, accessible and accountable to the public they serve.

## 2.1 Communication for Development

In putting together this document, the widely accepted Communication for Development model (C4D) has been taken into account. As it were, the C4D places emphasis on, “the need to support two-way communication systems that enable dialogue and that allow communities to speak out, express their aspirations and concerns and participate in the decisions that relate to their development” (Article 6 of the 1997 UN General Assembly Resolution 51/172). Of course, other definitions of C4D have evolved over the years but all which reflect increased understanding of the role of C4D in development processes. In 2006, the Rome Consensus from the World Congress on Communication for Development defined Communication for

Development as a social process based on dialogue using a broad range of tools and methods. It is also about seeking change at different levels, including listening, building trust, sharing knowledge and skills, building policies, debating and learning for sustained and meaningful change. In short, communications and advocacy around the SDGs is not a basic Public Relations or Corporate Communications exercise. Rather it is about, people and society and how to advance their desire for growth and development.

## 2.2 Communication Principles From the Federal Constitution and Laws

Most societies readily recognise communication as an integral part of national development and have thus aspired to enshrine these basic principles into their national law. Nigeria can be considered to have embraced a relatively free media that can readily support the aspirations of this strategy; mainly to compliment the vision of a robust SDGs communication and information sharing with the public. Freedom of the Media is a principle enshrined in section 22(1) of the 1999 constitution of the Federal Republic of Nigeria. It states that *“...the press, radio, television and other agencies of the mass media shall at all times be free to uphold the fundamental objectives contained in this chapter and uphold the responsibility and accountability of the government to the people.*

A reading of chapter four of the 1999 Constitution of the Federal Republic of Nigeria (CFRN), Section 39(1) states that *“Every person shall be entitled to freedom of expression, including freedom to hold opinions and to receive and impart ideas and information without interference.”* while 39(2) states that *“without any prejudice to the generality of subsection (1), every person shall be entitled to own, establish and operate any medium for the dissemination of information ideas and opinion.”* This section of the article bears a semblance of Article 19 of the Universal Declaration of Human Rights, adopted in 1948. This right, being a basic tenet of the Rule of Law is recognized in international and regional human rights laws. With the express wordings of this provision, it is an inalienable right of individuals to express themselves through any means so far it does not contravene the provisions of the CFRN.

As a principle, Freedom of the Media implies that communication and expression through various media, including in printed and electronic forms should be considered a right to be exercised freely. Such freedom implies the absence of interference from an overreaching state. It means the right to know, own, publish

and distribute one's thoughts, views or opinion without any restriction. The fundamental objectives contained in the chapter cited above enunciates the principle of democracy and social justice; the encouragement of national integration; the jettisoning and condemning of all forms of discrimination; the promotion of planned and balanced economy; freedom, quality and Justice; equal opportunities for all; protection of national interest, Africa's integration, international co-operation for the consolidation of universal peace, respect among nations; respect for international laws, treaty obligations and the promotion of a just world. Freedom of expression is a fundamental human right that underpins other rights and allows them to flourish. The right to speak freely on important issues such as citizens developmental issues, access information and hold the government accountable is a vital role that each citizen should be allowed to play in the healthy development process of a society.

In short, it can be understood that the effective use of various forms of communication are articulated in Nigeria's laws in order to promote and uphold these fundamental objectives and that the media stands as a checkmate for adequate stewardship wherein government and its agencies are accountable.

## **2.3 Freedom of Media and Communication**

Nigeria has one of the most vibrant and varied media landscapes in Africa. There are more than 100 national and local news publications and several privately-owned radio and television broadcast stations competing with the government counterparts; even though these traditional outlets are burdened with high operating costs and could be the reason behind the increased focus on internet-based communication which is becoming an important alternative news medium for Nigerians.

The media outlets are regulated by agencies under the government, which agencies are established through Acts of the National Assembly and expected to develop regulations from time that are consistent with the CFRN. Two of the leading agencies are the National Broadcasting Commission and the Nigerian Communication Commission (NCC). The National Broadcasting Commission (Amendment decree) was established by the NBCD of 1992 and saddled with the responsibility of advising the Federal Government on the implementation of the national mass communication policy with particular reference to broadcasting as well as regulating and controlling the broadcast industry. It regulates content of an intended broadcast; promotes Nigeria's indigenous culture; monitors for harmful emission and illegal broadcast. The commission controls the electronic media and recourse made to its regulation when there is an inevitable need to exercise the use of the electronic media form of communication.

The NCC was established by an act called the NCC Act whose primary objective is to create and provide a regulatory framework for the Nigerian communications industry

and all matters related thereto. The NCC Act applies to the provision and use of all communication services and networks in Nigeria and provides for protection of the consumers and regulating operators of communication networks.

Whereas the various Laws focus on regulating all forms of communication, they are not necessarily adequate in addressing Freedom of the media. Moreover, it is worth noting that the very Freedom of the Media or Freedom of the Press are not absolute and indeed, are subject to limits within the law. Though the amended 1999 constitution guarantees Freedom of the Media, and the 2011 freedom of Information Act guarantees citizen's right to public information, these laws are yet to be fully operational. For this reason, the case for a review of the National Communication Policy has been pertinent so as to enable the country to come up with a communication strategy that mirrors international best practice. It is in recognition of some of these challenges that OSSAP hopes the framework proposed herein will help navigate the relationship with the various media houses. In particular, the activities that recognise media training and capacity building and regular press briefings are some of the strategies that are factored herein to help Nigeria's media understand better and contribute to the national SDGs vision.

## **2.4 Communications Policy for Citizens Empowerment**

With due cognisance to the fundamental constitutional principles protecting the freedom of communication, OSSAP-SDGs has the legal, administrative as well as political backing to ensure that it communicates with the Nigerian public. At the very minimum, the office shall be expected to provide and share information with both their internal and external publics. Moreover, the office shall be expected to provide information in multiple formats in order to accommodate the diverse needs of the Nigerian public. Given this mandate, OSSAP-SDGs will continuously invest in developing innovative ways of consulting with the public, listening to, and considering the people's interests and concerns when establishing priorities, developing policies, and planning programs and services. Public sector institutions and ministries are expected to deliver prompt, courteous and responsive service that is sensitive to the needs and concerns of the public and respectful of individual rights.

Communication and information is a key pillar of governance and the general realisation of democracy. Public communication and information therefore has to be prioritized and integrated in all aspects of governance as an overarching principle. OSSAP-SDGs office shall therefore strive to provide information to its external public, information that is accurate, relevant, appropriate and adequate to satisfy their

communication and information rights as espoused under Nigeria's federal constitution.

## 2.5 Communication and Information in Africa's Most Complex Nation

The Federal Republic of Nigeria is located on the western coast of Africa and features 36 states and its Federal Capital Territory, known as Abuja. The country features over five hundred ethnic groups with as many different languages. Nigeria declared its independence from the Britain on October 1, 1960. Within the federal arrangement, each of the states is home to what some scholars have seen as essentially separate nations on their own, with diverse languages and demographics as their most defining characteristic.



In the context of this communications strategy and policy document, it is essential to highlight both the communication opportunities as well as potential challenges likely to arise from the huge expanse that Nigeria is; both culturally, socially and even politically. To this end, pilot surveys were undertaken in a few select areas and

whose findings are summarised in this section. The main intention was to explore opportunities for improving communication with the sub-national structures of the federation. The following principles drawn from Nigeria's collective experience are considered relevant:

- Public communication, information sharing and media are an integral part of democracy, public accountability and nation building;
- There is need to develop a public communication policy framework for the diverse states taking into account the relevant types of media and especially, the critical role to be played by traditional methods of communication;
- There is a strong case for the creation and development of relevant community media channels and language of choice at state levels;
- A state plan for building information and communication infrastructure in the states needs to be considered and to necessarily include policies that will eliminate or reduce import tariffs, taxes and other legal barriers to the use of ICT in the far-flung corners of the nation;
- The federal government has a responsibility to ensure establishing an enabling environment that fosters the flow of development information and communication at all levels;
- Communication and information needs' analysis needs to be conducted in order to determine specific requirements; including the setting up of information and communication services that target key SDGs sectors and priorities of each state; and
- Each of the states must prepare and adopt plans that seek to develop human resources in ICT and adopt within the various states policies and strategies that seek to increase access to communication and information facilities with priority given to serving rural parts of the state, grassroots and marginalized groups including women, people living with disability, the youth, senior citizens and children.

## 2.5 Civic Education

Civic Education helps prepare citizens for public participation and is critical in enhancing the participation of citizens in the development agenda. It is therefore important that civic education be continuously made an integral part of SDGs communication and advocacy as this will help enhance the enthusiastic participation of Nigerians in their country's development.





# Specific Guidelines for Strategic Communications and Advocacy

## 3.1 Overview

The guidelines proposed herein aim to provide an effective dialoguing process, along with a communications system to enhance internal and external communication systems within the entirety of Nigeria's public sector. It has identified basic communication procedures and protocol that the entire OSSAP-SDGs will adhere to in the effort to ensure that the basic objectives of communicating the SDGs are met.

The deployment of strategic communication capabilities ensures that there is a balance between the political role of government and its service delivery commitment to citizens. The strategy proposes some well-defined engagement channels within government and an annual calendar indicative of significant meetings that must be held. It also requires the production of SDGs specific products including newsletters; circulars; progress reports; videos and films-among others that are considered necessary in stepping up SDG communication. Such products must conform to the highest levels of professionalism both in crafting and in the final production as outlined elsewhere in this document. The strategic information sharing and Media management research will be deployed to support as part of this overall strategy.

A Business Process Model (BPM) will guide the effective implementation of the communication activities over an initial six-month period. It discusses important guidelines for Media engagement and provides direction to Communication Officers on how to handle different levels of information. It also gives basic guidelines on the handling of policy messaging as well as important and evolving SDGs information.

The strategy recognises that an effective SDGs engagement with the public is not necessarily about being in the media every day, but that it also includes processes that emphasize strategic planning, listening, follow-up mechanisms and feedback that is informed by research and non-media interactions and information sharing with non-media dependant audiences. There will be follow-up structures, a well-defined records and documentation center as well as clear channels for handling various issues in government. A multi-media communications network will ensure that other channels and communication options are explored to supplement and complement the more routine mass media engagement.

### 3. A Business Process Model for SDGs

There is a critical need to define appropriate operational structure(s) through a 'Business

Process Model' which is expected to guide SDGs Communication with reference to the

- Cabinet and Ministerial level communication;
- National (Central) government and state level communications;
- Ministries and their departments (internal communication);
- Communication with the general public/citizens/Non-state Actors and Private sector interests;
- Communicating the SDGs with the United Nations; the development community and/or diplomatic and other international consumption; and
- Targeted and Specific communication with special groups; notably: Women and children; the academic and Research community(Universities and Colleges) as well as Non-state Actors with Disabilities/Divorced women

This BPM is expected to address the needs of at least six stakeholders as summarised in the figure 3.1 herebelow:

EXTERNAL					
Rest of Government	Partners	Media	NGOs & CSOs	General Public and	OSSAP-SDGs
Advocate the normative functions of OSSAP-SDGs, highlighting the key mandate and emphasize the need to strengthen the institutional, legal and financial framework of the office. Also seek to strengthen the networking and multi-sectoral partnership among the related MDAs at the national and the sub-national levels.	Improve the quality & quantity of technical and financial partnership engagement in national development priorities and implementation of the SDGs.	Improve the quantity and quality of reporting of government efforts in the implementation of the Sustainable Development Goals; and foster improved working relationships with news organizations across all strata.	Improve strategic partnership with the Civil Society Organizations and Non-Governmental Organisations to advocate for national development priorities; increase their knowledge with regards to the SDGs and country's efforts.	Improve understanding of the role of OSSAP-SDGs and other stakeholders in the implementation of the SDGs; seek additional engagement and advocacy opportunities through local structures.	Improve the quality of internal communication; training on basic tools for effective communication with the aim of empowering the staff as worthy ambassadors in communicating the goals of the office and the SDGs.

Figure 3.1: Mapping out key Audiences/stakeholders and their

The Key features of the Business Process Model shall include the following:

- Clear methodology of initiating action right through to its logical end or release;
- Consistent Information sharing between and across government ministries and departments, particularly with key ministries and departments;
- Establishing an OSSAP-SDGs intranet/online portal for management consultations and information sharing;
- Institutionalized wider stakeholder consultative forums; and
- An extended media campaign on the key SDGs activities that government stands for in the wake of wide ranging national reforms; and
- Profiling Nigeria's progress with the SDGs by being champions and leaders in high profile international SDGs conferences and agenda's.

### **3.3 The Engagement Methodology**

The communication of the SDGs to all stakeholders is expected to be conducted on the basis of the three approaches summarised to include the National, State and LGA based approaches. Each of this approaches are looked at in turn.

#### **3.3.1 The National Level Approach**

Under this approach, all activities will be coordinated by the Office of the Senior Special Assistant to the President on the Sustainable Development Goals. This will include but not limited to sensitization and mobilization of key stakeholders across the relevant Ministries, Departments and agencies, a National launch of the SDGs, production of strategic information, education and communication materials; deployment of traditional and social media opportunities, as well as enhanced resource mobilisation to support targeted SDGs projects and programmes. The national approach in its essence involves the deployment of strategic approaches to interact with partners at local and international levels. The envisaged communication matrix, including the definitive activities and main messages is carried as 'Annex 1' at the end of this strategy document.

#### **3.3.2 The State Level Approach**

State sensitization workshops are expected to be hosted by the State Project Support Unit. This will also involve mobilization of stakeholders at the state level. In principle,

state level activities shall be expected to largely mirror the national level activities in order to ensure that SDGs messages and expectations are cascaded to these other levels of government. The communications matrix for 'State level Approach' activities is presented as 'Annex 2' in this strategy document.

### **3.3.3 The Local Government Area Approach**

This approach will involve conceptualising and implementing activities that target Nigeria's various geographic zones, also noted for their unique socio-political profiles. The activities shall include hosting specifically themed workshops across the zones of the federal state where relevant stakeholders will be mobilized and sensitised on the various aspects of the SDGs. The principle herein is again to ensure that SDGs messages and aspirations are understood and appreciated at the most local level of the federation.

### **3.3.4 Women Leaders and the SDGs Global Conversations**

Under this engagement, OSSAP-SDGs will champion, promote and provide necessary leadership to the 'Women Leaders' Conference on Sustainable Development Goals, initially conceptualized as an annual continental level forum in Africa. The forum is an initiative that seeks to create an engagement platform for women leaders in Africa and around the world, to share experiences and lessons as well as showcase steps being taken by various women to achieve the SDGs. This initiative recognizes the critical role to be played by women in the race to the SDGs and will enable Nigeria and Africa fast-track critical SDGs targets and indicators.

## **3.4 The Strategic Advocacy Toolkit**

In addition to the communications institutional arrangements and activities that have been recommended to be carried over to support the SDGs implementation, *Nigeria's Road to SDGs: Country Transition Strategy* document posits that a number of new strategies/initiatives will be required to increase awareness, education around the SDGs and improve communications to all stakeholders. The means for effective implementation will be centred on capacity building, technology, adequate financing, and multi-stakeholder partnerships. Stakeholders will engage in dialogue, as well as outreach/promotion in order to build joint initiatives and declarations, particularly across the MDAs responsible for implementation. Coordination with the National Bureau of Statistics will play a pivotal role in ensuring the availability of accurate data and dissemination of information to all stakeholders.

A comprehensive strategic communications blueprint, along with sector wide MDA communications blueprints that feed into the national strategy is a necessity to

mitigate the lack of cohesiveness that plagued communications during MDGs implementation. The process will need to go beyond design by communications professionals followed by presentations to MDAs. All implementers will need to be consulted and contribute to priorities. Sectoral focus will be on key results and milestones achieved during the first 24 months of the SDGs implementation in Nigeria.

Following the expiration of the 24-month timeframe, the strategies will be reviewed and adjusted accordingly to include the following:

- *Expansion of 'traditional' forms of communication, i.e. email, events, meetings, website and newsletter;*
- *Much greater use of SMS (text messaging) and social media;*
- *More materials in local language;*
- *More 'technical' information on key development issues provided through popular versions with simplified language.*
- *More people based consultations to secure support for SDGs and to assess impact of policies; and*
- *Enhanced Resource mobilisation for SDGs from domestic private sector sources in order to reduce over-reliance on Overseas Development Assistance (ODA).*

### **3.5 Strengthening ICT–Based Communication**

To successfully transition MDGs communications to assist in the implementation of the SDGs, it must be recognised that enablers, such as affordable access to technology are already in place. The role of science, technology and innovation in the context of the SDGs has been identified as a crucial milestone to implementation. According to the MDGs endpoint report, by 2014, cell phone subscribers increased by over 400% since 2005. Given Nigeria's very young population, uptake in ICT will not only continue, but as innovations in technology take place, the price of access to digital information will also continue to become more affordable. Therefore, traditional communication techniques and strategies will require a radical shift to ICT-based communications.

### **3.6 Social Media**

New social media and information technology have given the world an unprecedented opportunity for inclusive, global-scale problem solving around the main sustainable development challenges. Scientists, technologists, civil society activists and others,

are increasingly turning to online networks for collaboration, to create awareness, funding through crowdsourcing, group problem solving, and open-source solutions such as for software and applications. The SDGs office will therefore engage in social media activities, through a regularly updated Facebook page, by establishing a twitter handle (#NigeriaSDGs), establishing a blog where stakeholders can post successes, video blogging (V-blog), problems, solutions, and exchange innovative ideas on implementation.

### **3.7 Intensified Role of the Media**

Media, whether traditional or new social media, is an important stakeholder. The role of the media is therefore central to communicating the SDGs, to raising awareness and to improving understanding around sustainable development. The MDGs period did make use of traditional media to communicate information through television, radio and print media houses. This engagement will continue, but will become strengthened through collaboration. Nigerian media will be nurtured through training and feedback to understand the national SDGs implementation and the critical role they have to play in Nigeria's success. The SDGs successor office to the MDGs, through its Communications/Press unit, will proactively engage with the media. Regularly updated forums and roundtables will be organized both online and offline. Materials for engaging with the media will not only be developed locally, but can also be adapted from readily available materials through a number of sources.

### **3.8 Training and Capacity Building**

- **Nigeria SDGs Media Summit/Strategic Training**

To ensure that the SDGs and the implementing team are perceived and reported in the right context, there will be need to host strategic advocacy, sensitization and training programmes. This is aimed at enlightening and sharpening the knowledge of media practitioners at different levels for better understanding of the SDGs framework for informed communication of the efforts of the government towards attaining the SDGs. The Media Clinic will avail the practitioners the requisite hands on training and help to surmount the recurring challenge of misrepresenting the office in their reports.

- **Apps**

Apps for a wide range of computing platforms will be developed to enable government officials, international and national partners, communities and

schools to access information. Strong collaboration with the NBS will be envisaged, particularly as it relates to data uploads. Where appropriate, the use of mass text messaging, at the community level and in local languages will be deployed to disseminate information.

### **3.9 Central Role for the National Bureau of Statistics**

The National Bureau of Statistics (NBS) is the central agency in charge of coordinating and monitoring data collection, validation and reporting around the SDGs. Regular collaboration and interaction with the NBS will ensure that critical messaging and communication materials developed are accurate and up to date with the information being shared.

### **3.10 Internal Government Communication**

As Nigeria steps up efforts to domesticate the SDGs through integration into development plans, policies and legislations at national and sub-national levels, communications will be enhanced between intergovernmental partners. Capacity building in communications shall focus on learning from successful and unsuccessful projects with a view to replicating the successful communication activities. Existing governance structures (multi-level, multi-structural and multi-zonal) will be engaged through multi-stakeholder dialogue, establishing critical links between the international, national and sub-national SDGs agendas. The goal is to ensure stronger cross-sectoral integration of SDGs into policies and budgeting, but also to drive political ownership horizontally and vertically in existing governance structures at all levels.

Extensive collaborative work will be undertaken with State Government offices, to ensure that, where possible, funds are spent on the production of consistent (and validated) communication materials. Strategic communications at the local government level was absent during the MDGs and this was extremely detrimental to achieving the MDGs. The need for better coordination and synergy among federal, state and local governments is therefore addressed in this cross-sectoral communication strategy that will be monitored on a bi-annual basis.

### **3.11 Professional Communication Personnel**

As mentioned above, the OSSAP-MDGs communications office was hampered in performing its work due to limited technical capacity. Through engagement with private sector professionals, personnel in this office will be trained and strengthened to ensure sustainability of the communications activities. During the MDGs implementation, a number of critical activities were carried out by external consultants. Training on SDGs communications will be undertaken to ensure increased capacity. Where possible and financially viable, the same strategy will be deployed at the state level.

OSSAP-SDGs communication personnel will be taken through training to ensure that advocacy strategies, toolkits and communications material will be developed for use across the government structures of the federation. Some toolkits which include templates and action plans are already available through UN bodies and can be adapted to serve the Nigerian context and produced in local languages where applicable.

Adequate sensitization of all stakeholders and the publicity of the Sustainable Development Goals through the media, technical workshops, consultative committee meetings, conferences and other public relations platform will be coordinated at the federal level and distilled down to community level.

### **3.12 Improved Stakeholder Engagement and Messaging**

Sustainable development policies and initiatives require multi-layered decision making, multi-level coordination and cooperation, and a multitude of stakeholders intervening in the process. The need for integration and cooperation is also evident across political institutions and the communication strategy will therefore be hinged on conceptualizing the complexity of Nigeria's SDGs stakeholder map.

The pathways to sustainable development will therefore not be identified through a top-down approach, but through a highly energized process of networked problem solving that engages Nigeria's communities, businesses, civil society and non-governmental organizations, media, universities, research institutions, and traditional and religious institutions, coordinated by the government. Improved stakeholder engagement/ sensitization and advocacy visits to states will solve the increased difficulties of communicating clear messages to a larger audience, particularly as Nigeria's population continues to grow and as the number of goals and indicators has increased. It is recognised that it is difficult to communicate such a huge quantity of goals and targets. SDGs communications will therefore employ a technique of prioritised messaging, disaggregated according to stakeholder groups.

Major stakeholder groups identified as important for effective communications include women, youth and children, people living with disabilities, local communities, religious and traditional bodies, workers and trade unions, civil society, philanthropists, the organised private sector, business and industry, farmers, the scientific and technical community, federal, state and local authorities, including the political classes, and international development partners – among others. Successful stakeholder engagement will therefore first require an assessment of activities that could be effectively implemented at various levels – from grassroots all the way to the federal government. The activities will be a set of coordinated actions at different levels and within different stakeholder groups (i.e. vertical policy integration).



### 3.13 Civic Engagement and Education

Youth civic engagement has been identified as a critical success strategy to SDGs implementation. Focusing on innovative approaches to message delivery (social media, school curriculums, SDGs apps and feedback loops), SDGs civic engagement will be operationalized by engaging local people in programme design, implementation and evaluation, ensuring that citizens are actively participating in the SDGs in order to improve conditions at the community level. Civic engagement will start at primary school level and will require integration within Nigeria's public and private school curriculums.

It will further require stakeholder consultations as well as teacher re-training programmes, and messaging to Nigeria's traditional leadership.

#### Films/Drama

The government will work with seasoned filmmaker for the production of short films, mini skits and feature length drama/films on poverty related issues and other goals that are inspiring, gripping and informative but humanized. The films and the mini skits will be aired on the broadcast media and pushed into the social media circle for viral effect.

#### Branding

It is important as a means of communication that all projects and programs executed with the aim of achieving the SDGs are branded. This will enable public to appreciate the efforts of the government. States and Local Governments will also be asked to use the same templates when branding joint projects. This will ensure uniformity and hence greater recognition of SDGs projects and programs nationwide.

#### Publications

- Production of Information, Education and Communication (IEC) materials on the 17 goals.
- SDGs Information sheets and policy
- My World Survey Report
- Publication of Reports from various activities carried out
  
- Newsletters/In-house Magazines
- Production and mounting of SDGs Billboards across states.

### 3.14 Receiving Feedback and Public Perceptions on SDGs Implementation

More than ever before, there is the need to listen and engage in dialogue. Gone are the days when government could simply share information with its audiences in a one-way type of communication. Today, people respond and the My World Survey stands as a classical example. This type of two-way engagement will have to continue all the way to 2030, with OSSAP-SDGs Team leading the charge and working with stakeholders to listen and learn, to feel the pulse, and to understand what matters to the women, men, girls and boys that SDGs framework serves.

Presently, structured ‘traditional’, mobile and online surveys are inspiring a new focus on communications and advocacy globally, where listening to people’s voices is a priority in development efforts and the adoption of this is highly recommended. The survey will be part of a series of perception gathering mechanisms that will reach diverse audiences.

The need to integrate the people’s voices into implementation plans and processes cannot be overemphasised since they help to improve effectiveness and efficiency, especially on communications.

Strategically, in the open public survey, a sizable chunk of the population (men and women) will be targeted and encouraged to respond to carefully structured survey questions bothering on both the impact of the implementation of the SDGs and areas demanding improvement. The survey questionnaire will be administered to respondents in diverse ways, which includes: SMS (text message), Whatsapp, Online Poll, voice over mobile, Email and Radio, newsletters, social media and print media to create a short list of key questions. Respondents could also propose means of receiving and sending information to and from the office.

Re-introduction of open Monitoring and Evaluation by the CSOs

Live phone in audience participatory programme

Introduction of quiz component on radio and television station programme

Re-activation and reinvigoration of the SDGs information management system, say something when you see something about the SDGs (through a dedicated telephone line or email address),

#### The SDGs Week

This is expected to run as a one-week long fair that will offer an interactive and engaging platform between the actors and stakeholders in the implementation of the SDGs in Nigeria and the general public with a high-level opening and closing ceremony.

The development fair will feature wide-range of activities and exhibition of development efforts, literatures on the policies, programme and presentation/showcasing of the results from the annual SDGs Perception Survey. The exhibitors will include representatives of government, entrepreneurs, private sector, media, development partners and NGOs/ CSOs.

### **League of Nigerian SDGs Advocates**

With the consideration and approval of the SSAP-SDGs, distinguished, eminent and high-profile individuals will be selected and enlisted into the League of Nigerian SDGs Advocates/Ambassadors to assist in the campaign to achieve the SDGs and promote public buy-in.

With a mandate to support the National and Sub-National government in the overall efforts to generate momentum and commitment to achieve the SDGs by 2030, the SDGs Advocates will add powerful voices to spur action on the visionary and transformational sustainable development agenda.

The SDGs Advocates will have the task of promoting the universal sustainable development agenda, raising awareness of the integrated nature of the SDGs, and fostering the engagement of new stakeholders in the implementation of the SDGs.

In collaboration with the Office of the Senior Special Assistant to the President on SDGs, the Advocates will engage with partners from civil society, academia, parliaments, and the private sector to develop new and ground-breaking ideas and ways to promote SDGs implementation.

The group will include business and political leaders and prominent academia, as well as artists/entertainers, who have shown outstanding leadership in their field. The group will be made up of 17 Advocates, representing a Goal and will be increased by same numbers annually.



# Implementation, Monitoring and Evaluation

## 4.1 Key Responsibilities for Communication

The implementation of this strategy is critical to the purpose for which it has been prepared. The overall responsibility for ensuring implementation shall be vested in the office and person of the Senior Special Assistant to the President on SDGs. In that capacity, the Senior Special Assistant shall oversee the implementation and ultimately, be the main person accountable to H.E the President on SDGs matters in Nigeria. In discharging this enormous responsibility, the Senior Special Assistant relies on the directors and staff assigned to the OSSAP-SDGs office, and in particular, the communications focal point who also serves as director for the SDGs communication in the office. The main responsibilities are summarized below, it concludes with the Monitoring and Evaluation role which is critical in the tracking of the overall SDGs implementation and progress in Nigeria.

### 4.1.1 Head of OSSAP-SDGs

The Senior Special Assistant to the President on Sustainable Development Goals is expected to champion the SDGs at every fora both locally and internationally. As a Senior Special Assistant to the President, the SSAP-SDGs shall report directly to the Presidential Council on SDGs and as necessary, provide, all needed information that the Government of Nigeria may be required to report on the implementation of the SDGs in Nigeria.

### 4.1.2 Head of Communication

The SDGs communication unit is the key implementer of this communication strategy. The head and staff shall be expected to take day-to-day responsibility for the planning, coordination, organizing, monitoring and evaluation of the communication function of the SDGs in its entirety. He or she will offer technical communication expertise to the office on all matters relating to executing communication. The officer will be expected to develop an annual work plan and budget against which specific activities envisaged under the strategy can be undertaken. Head of Communication shall liaise with the media both locally and internationally. In addition, he will offer editorial and event management support to the office in as far as official statements, publications and the overall the SDGs publicity are concerned.

### **4.1.3 Head of Units**

The Head of Units at the OSSAP–SDGs offices shall be the lead persons in collating and feeding the Senior Special Assistant to the President with all information relating to their respective technical areas. Under no circumstances shall they be spokespersons for the SDGs unless when appointed and so requested by the Senior Special Assistant.

### **4.1.4 OSSAP SDGs Staff**

Members of staff in the OSSAP SDGs are all important agents in the realisation of the communication strategy envisioned herein. Accordingly, they will all be expected to proactively communicate and share information with respective stakeholders in a timely manner. All staff will be trained and oriented on the essence of SDGs communication in order to optimize the realization of the national and global goals of sustainable development.

### **4.1.5 OSSAP-SDGs Partners**

Partners will be expected to effectively share information with their respective stakeholders in order to raise the profile of Nigeria’s progress with the SDGs. The various partners such as the UN agencies, Private Sector and CSOs will be relied upon to prominently participate in Nigeria’s SDGs activities and to use their respective networks and platforms in furtherance of the communication objective.

## **4.2 Schedule of Activities and Quick-Wins Focus**

The schedule of “quick win” activities summarized here are intended to help propel and fast-track the objectives of this Communication Strategy:

- (i) Re-design and Public re-launch of the OSSAP-SDGs website;
- (ii) Communication training for OSSAP-SDGs staff in order for them to internalise their roles in SDGs advocacy and communication;
- (iii) Hiring or deploying of a suitably qualified SDGs Knowledge Management Officer whose role shall be to assist the office in developing an SDG Knowledge Management platform based on the abundant present-day possibilities through technology and IT platforms;
- (iv) Purchase of required equipment, including computers and facilities for effective sharing of information;
- (v) Production of various Nigeria-specific SDGs promotional materials and identity brand; and

- (vi) Media sessions, including breakfasts and lunches to rope in Nigeria's media into the SDGs.

## 4.3 Dissemination, Monitoring and Evaluation

### 4.3.1 The Dissemination Plan

Working with all other directors, the Communications Director shall propose and initiate a week at which Nigeria's SDGs week be launched. This will follow the preparation of various IEC materials to be used during events planned for at national, state and LGA levels. Technical officers at all levels shall ensure that subject to budget, materials are prepared and made available for use at various forums.

The Communication Director and his staff shall do the following to monitor the dissemination of various products:

1. Record date of dissemination of product;
2. Record the name of each outlet where the product was disseminated;
3. Record requests for follow-up information from users;
4. Perform monthly searches for links to the product from other websites;
5. Follow and record notes on relevant blogs on Twitter, YouTube, etc;
6. Follow and record conversations on Nigeria's SDGs Face book and Twitter pages;
7. Record hits on Nigeria's SDGs website;
8. Record quantity, title, and date the material is disseminated;
9. Record dissemination outlet (mailed to office, distributed at forum);
10. Record nature of requests for follow-up information; and
11. Contact state workshop leaders and registered stakeholders for any feedback.

## 4.4 Monitoring and Evaluation Indicators

The M&E indicators for this strategy shall primarily include the following:

1. Number of newspapers and television or radio channels reporting Nigeria's SDGs activities;

2. Number and extent of international footprints recorded about Nigeria's progress with SDGs;
3. Number of public sessions held for SDGs information and dissemination;
4. Number and variety of IEC materials prepared and disseminated for SDGs information;
5. Number of hits on the OSSAP-SDGs website;
6. Number and extent of conversations on Nigeria's SDGs social media ( Twitter, Facebook and YouTube, etc.);
7. Number of attendees at state SDGs events;
8. Number of national, state and LGA level SDGs forums held;
9. Number of trainings and capacity building sessions for OSSAP-SDGs staff on SDGs;
10. Volume of requests received for specific SDGs information;
11. Number and variety of journalists and editors attending OSSAP-SDGs information sessions;
12. Number of reports, updates and or other briefing prepared for donors, partners and other stakeholders;
13. Number of branded presentations and speeches made to support SDGs implementation in Nigeria;
14. Number of facilities and equipment bought to support OSSAP-SDGs work.

## 4.5 Monitoring and Evaluation

The Communication Strategy will be the key tool for monitoring activities mentioned under this document. The various plans and progress reports will also be used to monitor implementation of the activities. The Communication director may be requested to take the lead responsibility in coordinating the monitoring and evaluation of planned activities based on the under listed approaches and methods:

- (i) Staff meetings to receive and collate implementation reports;

- (ii) Monitoring of Media coverage of SDGs and documenting the national and global footprint;
- (iii) Coordinating stakeholder surveys; and
- (iv) Summative evaluation conducted after five years of implementation.



## Annex 1: Matrix for the National Approach

S/N	KEY ACTIVITY	DESCRIPTION	EXPECTED OUTCOMES
1.	<b>Preparation of, and transmission of SDGs Messages in Local Languages</b>	<p>Involves the re-modelling and repackaging of key SDG goals, indicators and basic expectations and transmitting them into the main local languages, namely; Yoruba, Igbo, Hausa, Pidgin and many others, subject to resources.</p> <p>Expected to mainly target non-English speaking audiences and users of braille.</p>	Progressive permeation of SDGs messages across all locations nationwide, with greater citizen understanding and appreciation.
2	<b>Major stakeholders mobilisation and sensitisation meetings</b>	<p>The role of the many national stakeholders is considered critical to the realisation of the SDGs. Some of the readily identified key stakeholders include:</p> <ul style="list-style-type: none"> <li>• The Public Sector;</li> <li>• The Private Sector;</li> <li>• Civil Society Organisations;</li> <li>• Women and Women leaders;</li> <li>• Students;</li> <li>• People Living with disabilities;</li> <li>• Trade and Cultural organisations;</li> <li>• Community based organisations;</li> <li>and</li> <li>• Traditional rulers.</li> </ul> <p>Messages reflecting the importance of the SDGs and the roles of the various stakeholders will be developed targeting sectors, individuals and groups. The key messages will be conveyed using:</p> <ol style="list-style-type: none"> <li>i. Briefs (articles and briefing notes on the SDGs</li> <li>ii. Frequently Asked Questions (FAQs);</li> <li>iii. Fact sheets/pamphlets;</li> <li>iv. End Point report for the MDGs;</li> </ol>	Each stakeholder is expected to understand their roles in relation to the SDGs and to incorporate these in all aspects of their planning, budgeting and projections.

S/N	KEY ACTIVITY	DESCRIPTION	EXPECTED OUTCOMES
		<p>v. SDGs Booklet and publications showing specific targets;</p> <p>vi. Printed SDGs images/icons: It is noted that new ones can be developed based on local priorities; and</p> <p>vii. Special and tailor-made messages for civil servants, reflecting the position of their agencies on the SDGs</p>	
3.	<b>High Level Endorsements and Affirmations</b>	<p>Involves affirmative messages and endorsements secured from notable national figures and organisations across as many sectors as possible; including:</p> <ul style="list-style-type: none"> <li>• The President;</li> <li>• Executive Governors;</li> <li>• The National Assembly;</li> <li>• Traditional rulers (e.g. The Sultan of Sokoto, Emir of Kano, Oba of Lagos);</li> <li>• Faith based organisations such as CAN and NSCIA;</li> <li>• Entertainment icons; and</li> <li>• League of Nigerian SDGs Advocates.</li> </ul> <p>Tailor made messages will be produced for each of these identified icons.</p>	Endorsements and affirmations are expected to bring a greater level of credibility to the national SDGs vision.
4.	<b>Operationalisation of a National SDGs Information Centre</b>	<p>A one-stop location for everything related to the SDGs in Nigeria will be created at the OSSAP-SDGs. The centre will have active telephone numbers and the general public will be able to walk in to request for data and information concerning the SDGs implementation in Nigeria.</p> <p>The Nigeria SDGs Office will co-ordinate the day-to-day running of this centre.</p>	<p>The establishment of the centre will improve the information dissemination efforts of the office and ultimately ensure availability and accessibility of relevant information and materials on the SDGs.</p>

S/N	KEY ACTIVITY	DESCRIPTION	EXPECTED OUTCOMES
5.	<b>National Launch of the SDGs Programme</b>	A National launch event of the SDGs is expected to herald the serious commencement of SDGs implementation activities countrywide.	A high profile event to which prominent national and international figures shall be invited.
6.	<b>Media Engagement</b>	<p>OSSAP-SDGs will engage the mass media as often and as necessary so that SDG messages are carried by radio stations; newspapers and television stations. Other engagement modalities shall include:</p> <ul style="list-style-type: none"> <li>• Briefing meetings with key editors and top management staff of main media outlets;</li> <li>• Specific SDGs training for select media practitioners, including targeted reporters;</li> <li>• SDG focused news releases and press conferences.</li> </ul>	Mass Media engagement will boost the publicity and understanding of the SDGs by more Nigerians.
7.	<b>Social Media Publicity</b>	As an emerging and extremely dynamic platform that connects billions of people worldwide, social media platforms are almost a must inclusion in all types of modern campaigns. OSSAP SDGs shall create links and usages that tap into twitter, Facebook, Instagram, and others.	The full implementation of a robust Social Media Engagement strategy will greatly enhance Nigeria's SDG awareness and information sharing across a diverse range of audiences and especially among the young people.

S/N	KEY ACTIVITY	DESCRIPTION	EXPECTED OUTCOMES
8.	<b>Women Leaders in SDGs Conversations</b>	OSSAP-SDGs will champion and lead African women leaders in an SDGs focussed global conference.	Nigeria and OSSAP-SDGs will have demonstrate a pan-African and global leadership by bringing in women leaders of various cadres to share experiences around SDGs implementation. The event will also showcase Nigeria's efforts with SDGs implementation.

## Annex 2: Matrix for the State Level Approach

S/N	ACTIVITY	DESCRIPTION	EXPECTED OUTCOMES
1.	<b>Operationalisation of State SDGs Information Centres</b>	Each state shall be encouraged and assisted to operationalise a one-stop location for SDGs information. The centres will have active telephone numbers and the public will be able to walk in and request information concerning SDGs implementation in their state and in the country. The SDGs zonal offices will co-ordinate the day-to-day running of these centres.	The establishment of state level information centres will strengthen the information dissemination objective and ease pressure from the national office.
2.	<b>State launch of the SDGs</b>	The state Launch of the implementation SDGs is expected to be hosted in all the 36 states preferably in congruence with the national launch.	The event will enhance the state level publicity and momentum and bring the public much closer to the SDGs.
3	<b>Media Engagement, including Social media platforms</b>	Just like at the national level, State offices will equally tap into the unlimited potential of reaching people through social media and other mass- media platforms.	Enhanced media engagement at state level, coupled with social media leverage is expected to also boost communication of SDGs to a diverse range of audiences at the state level.
4	<b>Sensitisation of state level stakeholders</b>	State level stakeholders will be targeted to ensure the inclusion of the respective public; private as well as Civil Society Organisations. Others to be targeted will be students; PLDs trade and cultural organisations CBOs as well as traditional rulers. SDGs information shall be distributed in languages that are indigenous to each state.	State level engagement with and appreciation of the SDGs will be enhanced.

### Annex 3: Matrix for the LGA Level

S/N	ACTIVITY	DESCRIPTION	EXPECTED OUTCOMES
1.	<b>Development of LGA SDGs Informa- tion Centre</b>	<p>A one-stop location for everything related to the SDGs will be created across all the LGAs in each state. The centres will have active telephone numbers and the general public will be able to walk in to request any information concerning the SDGs implementation in Nigeria.</p> <p>The SDGs State office will deploy personnel to co- ordinate the day-to-day running of these centres at the LGA level</p>	<p>The establishment of these centres will improve the information dissemination objective of the office and ultimately ensure the availability and accessibility of relevant materials on the SDGs.</p>
2.	<b>Sensitization of Stakeholders through roadshows</b>	<p>Messages reflecting the importance of the SDGs and the roles of various stakeholders will be distributed. Roadshows will be especially mounted to publicise SDG events and activities. Key messages will be addressed to various levels of individuals and groups, including the Local Government Agencies and parastatals; Business Associations, Youth groups; students; cooperative members; PLDs; Trade Unions, Cultural organizations; CBOs and traditional rulers.</p>	<p>Local level engagements are extremely important in ensuring reach of the SDGs messages to the lowest grassroots of the federation.</p>





FEDERAL REPUBLIC OF NIGERIA

The Office of the  
Senior Special Assistant  
to the  
President on  
Sustainable Development  
Goals

Website: [www.sdgs.gov.ng](http://www.sdgs.gov.ng)