**REPORT OF ONE-DAY STAKEHOLDERS’ RETREAT ON THE “NATIONAL ORIENTATION AGENCY’S DRAFT STRATEGIC PLAN 2017—2021” HELD ON TUESDAY MAY 2, 2017, AT THE NOA CONFERENCE CENTRE, AREA 1, GARKI, ABUJA**

**Preamble**

In line with its drive to achieve its mandate within its operating environment, the National Orientation Agency, as an institutionalized apparatus of government charged with among other things, the responsibility of driving the attitudinal change campaign of the present administration’s “CHANGE” Agenda, organized a one-day Stakeholders’ Retreat on the “National Orientation Agency’s Strategic Plan 2017—2021” on Tuesday May 2, 2017 at the Conference Centre of the Agency’s National Headquarters, Garki, Abuja.

The Retreat focused on guiding the operations and programme delivery of the Agency between 2017—2021. The National Orientation Agency being the powerhouse that drives attitudinal change, is endowed with various potentials which when fully exploited by government, non-government organizations (NGO’s), multilateral and civil society organizations (CSO’s) would facilitate achievement of the desired “Change” which forms the mantra of the present administration. Also, to change the country, the citizenry must first be changed in their values, attitudes and national commitment because while material resources are a necessity for development, it is more the “quality and attitude” of the human resource that greatly determines the pace, direction and ultimate realization of the desired change.

It is in realization of the above that the retreat was conceived to present the draft strategic plan, elicit inputs into same from stakeholders, and also in pursuance of the Director-General’s charge at his assumption of office in June 2016, for the Agency to think outside the box and bring in new ideas in the Agency’s quest to ultimately achieve its mandate in the face of the harsh economic realities bedevilling the country today.

**Objectives**

The objectives of the retreat are:

1. To present the draft strategic plan of the National Orientation Agency for 2017—2021
2. To review the draft strategic plan and elicit inputs from stakeholders

**Participants**

**Commencement**

The retreat commenced at 10.10am with recital of the National Anthem and the National Prayer. The NOA Management Team and Stakeholders present were duly introduced.

**DG’s Welcome Address**

The Director-General welcomed all in attendance and stressed that this is the first time a strategy document (5 years) is being produced to guide the operations and programmes of the Agency. He emphasized that the document is not only a guide to the Agency’s activities, but will also expose the Agency’s activities to different bodies both in the private and public sectors. He further stressed that it would also help extend the reach of the Agency at acquiring inputs to facilitate achievement of its mandate.

Furthermore, the Director-General noted that value reorientation is primary in the operations of the Agency, especially when considering the entire political space of the country which the Agency is expected to traverse, hence, there is need to streamline its operations. Finally, he informed participants that the purpose of the retreat is to present the Agency’s draft strategic plan and to receive inputs from stakeholders before presenting the plan as a public document.

**Goodwill Messages**

1. Dr Abiya Odey from PERL, an organization funded by the UK Department for International Development (DfID), appreciated the fact that the strategic plan of NOA took into consideration, the need to have inputs from various non-government bodies, and commended it for acknowledging that it cannot achieve its mandate as contained in the strategy document alone. She also commended the Agency for conducting the event within its premises and not taking it to a hotel, thereby making a good impact via the least cost approach. She admonished the Agency to encourage other government bodies to borrow a leaf from this. Finally, she encouraged all participants to be open and add value to the NOA’s effort and expressed PERL’s readiness to help the NOA in this process of formulating its strategic plan for 2017—2021.
2. Mr Samson Adeniran from Konrad Adenaeur Stiftung (KAS) commended the effort by the NOA in crafting a strategic plan for the next five years. He noted that having partnered with the NOA on several issues in the past, the strategic plan is sure to add value to the existing partnership. He congratulated the NOA on this step and wished all participants a fruitful session.
3. Representative of the Director of Defence Information, Lt. Comm. Way Olabisi, emphasized that the Defence Headquarters had worked with the Agency especially with circulation (information dissemination) to the northeast in the fight against insurgency. He stressed the involvement of the NOA in the Civil-Military Relations in fighting insurgency. He urged the NOA to extend its reach to various parts of the country through the electronic media, and commended it for the retreat.
4. Representative of the Chairman of the Independent National Electoral Commission (INEC), Prof Kolade Eyinla, highlighted NOA’s involvement in the success of the 2015 general elections (voter education, election monitoring, etc.). He stressed that INEC is keen on collaborating with the NOA to ensure adequate voter mobilization, and solicited the involvement of the DG NOA, in sensitizing the citizenry in the need to actively exercise their franchise and disseminate voter education messages to the public. He also congratulated the Agency for organizing the retreat to receive inputs for its strategic plan.
5. The Director-General of the Federal Radio Corporation of Nigeria (FRCN, Dr Mansur Liman, commended the NOA for this retreat and for putting the importance of all relevant stakeholders into consideration. He stressed that with the cream of stakeholders present at the retreat, a functional strategy document would be produced at the end of the retreat, which would be presented to the public. He prayed for a fruitful deliberation.

**Presentation of Draft Strategic Plan 2017—2021 (by Dr Otive Igbuzor)**

In the presentation, Dr Igbuzor explained that the strategic plan document comprises various parts, namely:

1. Introduction
2. Context
3. Organizational Assessment
4. Strategic Direction
5. Structure and Organizational Implications
6. Monitoring and Evaluation

He explained that the essence of the Strategic Plan document is to guide the operations and programmes of the Agency within its operating milieu during a specified timeframe.

While explaining the introductory aspect of the strategic plan, Dr Igbuzor advocated that the vision and mission statements of the Agency be adjusted and simplified to read as follows:

**Vision**: *A Nigerian society that is organized, responsible and disciplined*

**Mission**: *To raise awareness, mobilize and re-orientate the citizens to act in ways that promote peace, harmony and national development.*

In the presentation, presenter stressed that in the strategic direction of the Agency, there are four (4) key action areas, and each of the key action area has sets of activities expected to be implemented in order to achieve the strategic objectives within the desired timeframe. The presenter therefore explained to the stakeholders present that the purpose of the retreat’s group work is to consider the activities presented in the draft strategic plan and make additional inputs or remove whatever they deem unnecessary to make the document a proper working document.

**Presentation of a Contextual Framework (by Mr Bonat Tagwai (D,PRS/Strategic Committee Chair)**

The Director, PRS explained that in view of the fact of the critical nature of the Agency’s mandate, so much is expected from the Agency. He stressed that due to the context within which the Agency is expected to function – nationwide coverage and poor funding, there is need to solicit partnership both within and outside government circles in order to deliver its mandate.

He also stressed that the reality of paucity of funds due to delays and inadequate budgetary allocation and releases, necessitated the need for this retreat in order to harness the energies and abilities inherent within the stakeholders.

**Comments, Questions and Answers**

**Group Work Submissions**

Stakeholders present were divided into six (6) syndicates to review one strategic objective each in the strategic plan. Below are the syndicate observations and inputs as submitted:

**Group 1: COMMUNICATE GOVERNMENT POLICIES, PROGRAMMES AND ACTIVITIES TO THE PEOPLE, GET THEIR SUPPORT AND FEEDBACK**

The proposed draft was adopted with the following recommendations

1. Indicators should be SMART. Using a Standard Operating Procedure (Following the rules to the letter. S-SPECIFIC, M-MEASURABLE, A-ACHIEVABLE, R-REALISTIC, T-TIME BOUND) .
2. Conducting a baseline Survey before the commencement of any programme of the Agency Goals should be measured in Percentages (%).
3. Monitoring and evaluation to be done after each programme on a continuous basis to measure the expected outcome.

**Group 3: MOBILIZING SUPPORT OF CITIZENS FOR GOVERNMENT POLICIES, PROGRAMMES AND ACTIVITIES**

OBSERVATIONS AND RECOMMENDATIONS.

1. Item 1.1.1 was changed from pre-programme baseline survey to Survey.
2. Item 1.1.2 was changed from definition of audience to audience mapping while the indicators were changed from invitation letters written to list of audience.
3. Item 1.1.6 was changed from interactions and discussions to media and publicity.
4. The need to appreciate the use of ICT in mobilizing citizens to support government policies, programmes and activities.
5. The need to update NOA website on latest and current information on topical issues

**Group 4: TO PROMOTE A VIBRANT DEMOCRATIC CULTURE AND CITIZENS’ RESPONSIBILITY THROUGH POLITICAL AND CIVIC EDUCATION**

* 1. There is need for Inter Agency Collaboration
  2. Political participation should be used in the document instead of political apathy
  3. Agency should use GSM to send massages to public as part of corporate social responsibility.
  4. Campaign for discipline should be separated from rule of law in objective 4.2.
  5. Timely and adequate release of fund to NOA is a risk.
  6. All critical stake holders should come together under one platform for partnership.
  7. Peaceful election instead of violence free.
  8. Social economic environment is a risk.
  9. Inclusiveness instead of harmful activities should be used in the document.
  10. Vibrant online citizens engagement centre – using devise online/social media platform for enlightenment and feedback

**Group 5: TO DEVELOP A PERMANENT DIALOGUE MECHANISM ON TRANSPARENCY, ACCOUNTABILITY AND GOOD GOVERNANCE BETWEEN CITIZENS AND GOVERNMENT TO FACILITATE A CULTURE OF OPENNESS**

Observation and Recommendations

* + 1. The removal of item 1.1.1 from 1.6 - Pre baseline survey - Activity
    2. 1.1.2., addition of Stakeholders - Activity
    3. 1.1.3 Inclusion of jingles – Activity
    4. 1.2, Inclusion Compliance with FOI- Act as Key indicator
    5. 1.4.5, Inclusion of Conduct of public for a – Activity
    6. There is need to state quantity or number of some activities for the purpose of measurement

**Group 6: TO FORGE PARTNERSHIP WITH DEVELOPMENT PARTNERS, PRIVATE COMPANIES, AND, CITIZENS’ GROUPS.**

Observations and recommendations

* 1. 1.1 Key Actions: Stake holder mapping. Identify Citizen Groups, Private Companies and development Partners, MDAs, etc. to engage with
  2. 1.1 INDICATORS, ITEM 2: A Stakeholders' contact list developed: List will include in addition to formal development partners, communities based development groups.
  3. 1.2 key Actions: Forge Partnership and conduct Community Dialogue Sessions with CBOs, FBOs and Academics. Periodic Round Tables with development partners. Round tables with civil society groups/development partners.
  4. 1.4 KEY INDICATORS: Build a bridge between citizens and government. Installation of suggestion boxes within Local Communities.
  5. 1.4.4 ACTIVITIES: Publication and circulation of key government activities/achievements that have touched the lives of the masses positively. Commiting the media to be involved in educating the public on the FoIA
  6. 1.4.7 ACTIVITIES: Monitoring
  7. 1.4.8 ACTIVITIES Impact Assessment

**Closing Remarks**

Rapporteurs