COMMUNICATION POLICY

Revised Edition

Independent National Electoral Commission

August 2019

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FOREWORD

For the Independent National Electoral Commission (INEC) to succeed in discharging its constitutional responsibilities, it is necessary for it to have an efficient and effective communication strategy within the Commission itself and with its outside publics. This necessity is underscored by the size, scope and variety of these publics, aka (also known as) stakeholders.

These stakeholders include, first and foremost, the country's voting population which currently stands at $84,004,084$ (Eighty-Four million, Four Thousand and Eighty-Four). Other stakeholders are our robust mainstream and social media, civil society organisations, youth service corps members whose role as election-day officials has since become virtually indispensable, our overseas development partners, the security services, notably the Nigerian Police, and last but by no means the least, the political parties of which there are presently 91 – and counting.

The need to communicate clearly and precisely within the over 16,000-staff strength of the Commission itself, and with its huge and varied outside stakeholders in carrying out its mandate was of such great importance that INEC included it among its five strategic objectives, the first time it took the decision to have a Communication Policy five years ago. Since then, much has changed in the politics and socio-economics of the country. Accordingly, the Commission took a decision to revise its Communication Policy to take into account these changes. To this end, the revised policy contained in this document has incorporated new techniques, multiple platforms and monitoring templates for the attainment of the objectives contained in the Commission's Strategic Plan.

I believe the document will not only build on past achievements, it will also enable the Commission to apply modern techniques with adequate provisions for feedback for better and more effective communication. Thus, the citizen will be better informed, encouraged and mobilized to participate in the electoral process in an all-inclusive, efficient and effective manner.

Prof. Mahmood Yakubu
Chairman, Independent National Electoral Commission
July 2019

ACKNOWLEDGEMENTS

EXECUTIVE SUMMARY

The maiden INEC Communication Policy (ICP) was produced in May 2013. It was designed to, among other things, attain one of the five major objectives of the 2012 – 2016 Strategic Plan (SP). With the validation of the 2017 – 2021 SP in April 2017, the key actions and envisaged outcomes outlined under its Strategic Objective 4, through which the Commission seeks "to interact nationally and internationally with relevant stakeholders," underscored the need to re-examine and strengthen the existing ICP in line with global best practices.

The Commission took a step in that direction when it organized a two-day workshop in Kaduna State in collaboration with the United Nations Development Programme (UNDP) between 5th and 6th June 2017, to review the existing ICP for the first time. The meeting, which was attended by the Hon. Chairman, four National Commissioners, Resident Electoral Commissioners, Administrative Secretaries, Directors at the Headquarters, Heads of Voter Education and Publicity Department (VEP) from 36 States and the Federal Capital Territory, directing staff of VEP (headquarters), the Hon. Chairman's Technical Team and External Resource Persons, made 11 specific resolutions and 7 general recommendations.

Subsequently, the Commission constituted a Technical Committee with specific Terms of Reference to:

1. Examine the Communication Policy against the background of current developments/norms in strategic corporate communication.
2. Distill the entire body of resolutions/recommendations harvested at the Communication Policy Review Workshop held in Kaduna in June 2017.
3. Based on 1 and 2 (above), review, update and produce a draft document, capable of being adopted as a new version of the Communication Policy, for consideration by the Commission.

The Technical Committee, comprising two National Commissioners, seven External Resource Persons, the Hon. Chairman's Technical Team and 10 Commission staff members in collaboration with the European Centre for Electoral Support (ECES) organised a Roundtable Meeting between 12th and 15th February 2018 in Lagos. The Committee examined the report/resolutions/recommendations of the Kaduna Review Workshop, the original Communication Policy document and its matrixes in line with its Terms of Reference and produced the final draft document.

COMMUNICATION STRATEGY FOR INEC

INTRODUCTION

The communication policy provides guidance on standards for the Commission in the management of its internal and external communications.

As an institution saddled with the enormous responsibility of managing the entire electoral process, the Commission needs to constantly and expeditiously provide information within its vast network of staff and offices as well as to the public. This should be done through a variety of channels.

Against the above background, it is imperative for the Commission to have a communication policy/strategy that:

- The Permanent and Ad-Hoc staff of the Commission are aware of and abide with;
- Guides the conduct of the Commission and its staff in communicating with stakeholders in the electoral process; and
- Provides procedures for addressing any breach of the policy.

CONTEXT

The communication policy/strategy has been developed within the context of the need to adopt best practices in processing and disseminating information to internal and external audiences.

Communication is not just at the heart of the Commission's work, but there is also the strategic imperative of complying with important legislations, such as the Freedom of Information Act (2011). For an institution that seeks public acceptance of the outcomes of its activities in order to eliminate or minimize electoral related conflicts, the right attitudes have to be adopted in the dissemination of information.

RATIONALE

The purpose of the communication policy/strategy is to ensure that communications across the Commission and between the commission and the public are well coordinated, effectively managed and responsive to the diverse information needs of the public.

UNDERLYING PRINCIPLES

The communication policy/strategy is informed by the following general principles:

- The need for the Commission to earn and sustain public trust;
- The need for the Commission to be visible, accessible and accountable to the public;
- The need for the Commission to comply with legislations requiring transparency and proactive disclosure of information;
- The need for the Commission to have an integrated approach to information dissemination that is both traditional and IT-driven; and
- The need for staff to use information technology and communication facilities responsibly and professionally.

SPECIFIC OBJECTIVES

The communication policy/strategy seeks to attain the following objectives:

- To enhance INEC's transparency, credibility and integrity as well as to strengthen and sustain public trust and confidence in the Commission;
- To ensure INEC's visibility, accessibility and accountability, using a variety of communication channels/languages and targeting diverse stakeholders;
- To provide the public with timely and accurate information about the Commission's policies, programs, services and initiatives;
- To promote mass participation in the registration and voting processes;
- To provide information that would enable the public make informed electoral choices and have sufficient knowledge about institutional mechanisms for seeking redress; and
- To foster partnerships with stakeholders towards achieving the goals of the policy.

INTERNAL COMMUNICATION WITHIN INEC

Effective internal communication is the foundation upon which every institution is based. It is critical for the seamless coordination of the management and staff of any organization, especially in a big one like INEC, with such a large number of permanent staff and an even larger number of ad hoc staff who are engaged during periods of elections. It is necessary for building greater cohesion within the Commission and fostering a sense of belonging among all members. It also helps everyone to have a common understanding of the organization's philosophy and vision. With good internal communication systems and processes, staff will be better integrated into the work of the organization and properly motivated.

A good mechanism for internal communication must be put in place to ensure that those responsible for any form of external communication are fully informed and have a common understanding of INEC's vision, mission statement, values, principles and organizational philosophy, plans, projects, programmes and activities that are being implemented in all areas within the organization's mandate. The coordinating unit for external communication must be able to access information from the relevant department, directorate or official in real time in order to respond to queries, whether from the media or other stakeholders in a timely fashion.

The following measures will therefore be implemented to enhance internal communication:

- There will be frameworks for the regular sharing of information between and among key departments, directorates or units, including the unit in charge of public affairs or external communication in various areas. The various mechanisms put in place should include a committee comprising the heads or members from some operational organs of the commission, which meets at regular intervals for briefings. As a matter of policy, the Public Affairs unit will be represented in the Committee and other committees that are involved in key aspects of the Commission's operations. However, having regard to the fact that INEC has offices spread across the country, the Commission will also take advantage of ICT and adopt other mechanisms as may be appropriate from time to time, including using intranets, sections of its websites where access is restricted to only INEC staff and officials, electronic bulletins; listservs, e-groups or discussion lists; etc. These channels should also aid INEC in a two-way vertical sharing of information from its national headquarters to its Local Government offices and vice versa.

- INEC's website will play a critical role in the Commission's public communication as it will be a vital avenue for putting out information to the public. Although the ICT Department will be responsible for the technical activities of uploading materials on the website, there will be a Web Team with a concise Committee and representatives from all departments, directorates and units of INEC. Web Team members shall be responsible for sourcing necessary information from the respective departments, directorates or units and making such available to the ICT Department for packaging and uploading onto the website.

- As much information as possible will be shared through these processes, but in particular, the following items of information will be emphasized:

  I. Proposed programmes, projects and activities of the various departments and directorates.
  II. New developments and innovations being introduced into any aspect of the electoral process, including voter registration and polling activities, especially where voter education or other appropriate publicity and public education would be required.
  III. Any assessments, reviews, evaluations, research studies or other similar activities carried out on either ongoing or concluded programmes, projects or activities of INEC. Such assessments, reviews, evaluations or research studies may be produced by internal staff and/or external consultants or agencies. These shall demonstrate successes and achievements or provide new insights into different levels of performance.

Officials in the Publicity Unit or any other relevant Unit should have unimpeded access to all heads of departments and directorates, including staff of the Chairman's Office for the purposes of providing information or clarification on specific issues or matters touching on the Commission's image arising in the media or within the general public. This will enhance the Commission's ability to respond speedily whenever emergency intervention is required.

In any organizational re-structuring or staff redeployment, trained communication experts in the publicity unit at any of the offices of the Commission will not be redeployed without proper and adequate replacements. As much as possible, only professionals or personnel that have received appropriate training will be put in charge of handling media relations and Voter Education programmes, whether at the National Headquarters or at state levels.

The Commission shall establish an editorial committee to review materials proposed for publication, including editing and proofreading, before they are published, whether electronically or in print. The role of this body includes the following:

- To ensure high quality editorial content and production;
- To ensure consistency in the Commission's messages to the public;
- To ensure consistency between the Commission's messages and its positions or policies on any issue;
- To ensure proper tracking and recording of INEC publications and communication materials;
- To ensure consistency in style and format of materials published in the name of INEC;
- To ensure consistency and appropriateness in the manner in which INEC's name, logo and colours are used in its publications and materials;
- To ensure proper authorization for the use of INEC's name, logo and colours; among other things.

Internal communication should be guided by a number of principles and policies. Internal communication should also conform to certain practices, including the following:

- Minutes of meetings should be routinely taken at every meeting as a record of discussions and decisions or agreements at the meeting. Such minutes should be routinely distributed to all participants who were at the meeting as early as possible. The minutes should also be forwarded to the Senior Management Committee (SMC) or the Supervisory Standing Committee, as may be relevant.

- Internal communication by email, as well as external communication, should be done only from an official email account with an official address, which should be an email account set up on the organization's domain and assigned by the relevant authorities in INEC to every staff member and management. Email use should also be in compliance with two relevant internal policies, namely the *INEC Information Security and Acceptable Use Policy* and the *INEC E-mail Usage Policy*. In the implementation of this policy, INEC Management should designate a deadline for full and complete transition from the current situation by which time, unofficial email accounts would no longer be acceptable for internal or external communication to conduct official business.

- E-mail communication, whether internal or external, should as much as possible be copied to other staff members who may have an interest in the issue, for their information. In this way, relevant departments would be fully aware of conversations or communication that are taking place even when they are not participating in the conversations.
- A more formalized mechanism of information sharing should be developed e.g. bulletin, WhatsApp groups etc. There should be regular management meeting at least once a week and/or monthly departmental meeting.
- Knowledge and information gathered from Seminars, Workshops, Forums should be shared with other staff.
- The Commission's website Committee should be strengthened and domiciled in VEP Department with a web master appointed to manage it.
- The Commission should develop an IT policy, which incorporates among all other things, the use of email for official communication, hardware utilization.
- The Commission's online newspaper (INECNEWS.COM) should be strengthened and made accessible through various media platforms including myINECapp.
- The VEP, being a key implementer of the Communication Policy, should be professionalized for effective service delivery.
- All Staff should have basic knowledge of election management through training and re-retraining.
- The Commission should adopt communication channels identified in the matrix among others.
- The Commission should develop effective channels of communication at all its offices.

- The Commission should have a feedback mechanism from staff through such means as surveys.
- Expansion of duties of the Publicity Division should include the management of internal communication.
- E-mail communication should as much as possible be copied to relevant departments for their information. In this way, staff members would be fully aware of conversations or communication that is taking place even when they are not directly participating in the conversations.
- The Commission should, as a matter of policy, encourage the establishment of embeds across departments.

PUBLIC COMMUNICATION FRAMEWORK FOR INEC

The Public Communication Framework for INEC identifies the following key stakeholder groups and constituencies that INEC will need to communicate with in a targeted manner:

- Voters/Electorate
- Political Parties
- The Media
- Civil Society Groups / Professional Associations / Trade Unions
- Development Partners
- Presidency
- Government Ministries, Departments and Agencies (MDAs)
- National Assembly
- Judiciary
- Domestic Observers
- International Observers
- Diplomatic Community
- Law Enforcement/Security Agencies
- State Independent Electoral Commissions (SIECs)
- Youth groups
- Women groups
- Persons With Disabilities (PWDs)
- Nigerians in the Diaspora
- Traditional and Religious Institutions
- Vendors, Contractors and Service Providers
- Educational Institutions

The public communication framework outlines INEC's specific objectives in its communication with each of the stakeholder groups or constituencies, the nature of messages and information to be communicated to each stakeholder group or constituency, the communication tools or channels to be deployed, including conventional media as well as ICTs and social media platforms, and feedback mechanisms for assessing the effectiveness of INEC's communication and keeping its audiences engaged.

ICCC

A facility that will play a major role in INEC's public communication with some of its critical stakeholders is its Citizen Contact Centre (ICCC), which will be domiciled in the Voter Education and Publicity department to be headed by an Officer not below the rank of Assistant Director.

The ICCC is designed as a modified Situation Room and a channel for continuous communication and exchange of information principally with voters, but also with other stakeholders in the electoral process. It will operate during official working hours from Monday to Friday, between 9am and 5pm. However, during elections, the operations of the ICCC will be escalated to 24 hours.

The ICCC will primarily utilize new communication technologies and social media platforms as well as create linkages between radio and new media to reach out to voters who will then be provided with incident reporting tools and channels. The ICCC will target all Nigerian citizens and utilize different social media platforms to reach out to them and create feedback mechanisms. The use of social media within the framework of the ICCC will provide a vehicle for the unprecedented mobilisation of an emergent and active generation of youths in the political process at very little cost.

SPOKESPERSONS FOR INEC

Various officials of INEC will exercise different levels of responsibilities for public communication as spokesperson for INEC, in accordance with the following principles and guidelines.

The Chairman of the Commission is its Chief Spokesperson and may speak on behalf of the Commission on any issue affecting the Commission as a whole or the operations of the Commission in any part of the country. The Chairman will have overall and primary responsibility for making announcements regarding arrangements, preparations, issues arising from and the outcome of federal elections.

However, the Chairman may delegate this function to any National Electoral Commissioner or any other staff of the Commission, as the circumstances may warrant or dictate, except that the Chairman cannot delegate his or her responsibility to announce the results of the presidential elections and declare a winner, which is a responsibility exclusively conferred on him or her by Law. The delegation of this function will be particularly applicable to non-electoral matters.

Where emergency intervention is required, for instance, where INEC is presented in negative light on an issue of significant importance, or false or misleading information is making the rounds which could significantly undermine the credibility or integrity of the Commission or where there is a significant challenge to INEC's capacity, impartiality, integrity, independence or its ability in any other way to organize free, fair and credible elections, the Chairman should wherever possible, speak to the issue, unless this is not feasible or practicable or for some other reason, not advisable, in which case, some other officer of the Commission with sufficient seniority may be delegated to respond on his or her behalf.

The Commission may delegate to the Resident Electoral Commissioner of a State or the Federal Capital Territory the power to make announcements regarding arrangements, preparations, issues arising from and the outcome of State elections or elections in the Federal Capital Territory and for communicating with the public on related matters in the State or any part of the State, including local government Areas or Councils.

Routine public communication by INEC should, however, be the responsibility of the Director, Voter Education, Publicity and Gender (VPG) or the Chairman's assignee. However, the Director, VPG may delegate this function to other key officials under his/her department as circumstances may warrant.

The Chief Press Secretary to the Chairman has responsibility for public communication on matters relating to the Chairman, his or her Office or as directed by him or her.

THE FREEDOM OF INFORMATION ACT, 2011

President Goodluck Jonathan signed the Freedom of Information Act into Law on May 28, 2011 and the Law came into force on the same day. The Law grants every person, including all Nigerians, the right to access information held by public institutions.

The FOI Act applies to all public institutions. As such, all public institutions have a legally binding duty to comply with its provisions and can be compelled to do so. Government or public institutions to which the Act applies are defined in three separate provisions in the FOI Act, namely in sections 2 (7), 29 (9)(a) and 31. It is quite clear from these definitions that the FOI Act applies to INEC and that the Commission is under a legal obligation to comply with the Law and fully implement it.

INEC fully intends to comply with the provisions of the FOI Act, as this will further enhance its transparency and accountability, while also reinforcing its public image of integrity and credibility as well as strengthening public trust and confidence in the Commission. The framework for the disclosure of information to members of the public under the FOI Act will therefore form an integral part of the Communication Policy of the Commission.

The FOI Act places two major obligations on INEC as a public institution. The first obligation is to publish certain types of information proactively and routinely, even without any request from anyone for the information. The list of information, documents and records to be published proactively are contained in Section 2(3)(a) to (f) of the Act.

INEC, like other public institutions, is required to ensure that the information referred to in this section is widely disseminated and made readily available to members of the public through various means, including print, electronic and online sources, and at the offices of such public institutions. INEC will use its website and various publications to publish and disseminate these information, documents and records as may be suitable and appropriate.

As a matter of policy, INEC will also grow and increase the number of documents and information that it discloses proactively beyond the requirements of the Law, so as make such documents and information automatically available to the public and thereby reduce the number of requests for information it receives from the public and consequently, the burden on its personnel in processing individual requests for information.

The second obligation on public institutions is to respond speedily, not later than seven days, to requests for information from members of the public.

In compliance with Section 2(3)(f) of the FOI Act and the *Guidelines on the Implementation of the Freedom of Information Act, 2011, Revised Edition 2013*, issued by the Attorney-General of the Federation and Minister of Justice, INEC will set up a Freedom of Information Unit and designate a senior official, of at least Assistant Director level, as the head of the Unit. The Unit will have direct responsibility for reviewing or considering applications for information from members of the public and determining what records, documents or information should be disclosed as well as generally ensuring compliance with the provisions of the Act through the adoption of institutional best practices.

The Unit will undertake a periodic review of record keeping and maintenance procedures within INEC; report to and liaise with the Office of the Attorney General of the Federation; prepare a record map or chart for INEC; and ensure compliance with the proactive disclosure obligations of INEC.

In the light of Section 13 of the Act, which specifically provides that: "*Every government or public institution must ensure the provision of appropriate training for its officials on the public's right to access to information or records held by government or public institutions, as provided for in this Act and for the effective implementation of this Act*", INEC will ensure the provision of appropriate training for its officials in order to:

- Properly sensitize them on the public's right of access to information or records held by the Commission; and

- Equip the relevant officials within the Freedom of Information Unit with the knowledge, skills and ability to effectively implement the Act.

The Freedom of Information Unit, under the supervision of the Chairman of the Commission, will be responsible for ensuring regular training and re-training of INEC staff and officials, both within and outside the Unit, on their Freedom of Information Act-related obligations.

INTERNAL COMMUNICATION MATRIX

Within INEC Head quarters	Objectives	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
	• Ensuring that everyone is familiar with & has a common understanding of INEC's Vision, Mission Statement, Values, Functions & organizational structure. • Ensuring that everyone is working towards the realization of INEC's Vision & Mission. • Ensuring that everyone is familiar with & has a proper understanding of all policies, internal regulations, rules, guidelines, work manuals, etc. • Ensuring that personnel are properly motivated to work effectively as a team based on shared goals & a sense of belonging. • Ensuring that personnel, especially those tasked with or responsible for public	• INEC's Vision, Mission Statement, Values, Functions and organizational structure • INEC's policies, internal regulations, rules, guidelines, work manuals, etc. • Team spirit and sense of belonging • Minutes of meetings • Feedback from evaluation of activities, elections and other reviews	• Physical meetings at different levels • Circulars (printed & electronic) • Newsletter (printed & electronic) • Memos (printed & electronic) • Letters • Email • Notice boards • Phone calls (Intercom) • Intranet (in accordance with INEC Information Security and	• Minutes of meetings • Project reviews • Monthly reports from departments & directorates to the commission • Contributions to the Newsletter (printed & electronic) • Annual staff appraisals to be shared with relevant staff & sent to Human Resources department at the Headquarters in accordance with the INEC Staff Conditions of Service

	communications, are able to represent INEC accurately & effectively in all their engagements with members of the public & with INEC's key stakeholder groups.		email Usage policies)	

Between INEC Headquarters and INEC State Offices	Objective(s)	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
	• Ensuring that state offices & their officials are familiar with & have a common understanding of INEC's Vision, Mission Statement, Values, Functions & organizational structure. • Ensuring that state offices & their officials are working towards the realization of INEC's Vision & Mission. • Ensuring that state offices & their officials are familiar with & have a proper understanding of all policies, internal regulations, rules, guidelines, work manuals, etc., especially as such documents relate to them or impact their work. • Ensuring that personnel in state offices are properly motivated to work effectively as a team based on shared goals & a sense of belonging. • Ensuring that state offices & officials are able to represent the Commission accurately & effectively in all their engagements with members of the public & stakeholders in their respective states.	• INEC's Vision, Mission Statement, Values, Functions and organizational structure • INEC's policies, internal regulations, rules, guidelines, work manuals, etc. • Decision extracts • Minutes of meetings • Team spirit and sense of belonging • Feedback from evaluation of activities, elections & other reviews	• Schedule periodic meetings, at least twice a year (and more frequently during election periods) • Circulars (Electronic and Printed) • Visits between INEC Headquarters and State Offices • Newsletter (Printed and Electronic) • INEC Online newspaper • Memos • Letters • Email • Notice boards • Phone calls (Mobile/Fixed Line) • Intranet (in	• Records of visits • Minutes of meetings • Project reviews • Monthly reports from State Offices to the Office of the Chairman • Decision extracts from Headquarters to State Offices • Contributions to the Newsletter (printed & electronic) • Annual staff appraisals to be shared with relevant staff & sent to Human Resources /Admin departments at the State Office & Headquarters in accordance with the INEC Staff Conditions of Service

			accordance with INEC Info Security and email usage policies).	

Between INEC Headquarters and INEC Local Government Offices	Objective(s)	Messages/What needs to the Communicated	Tools/Channels of Communication	Feedback Mechanism
	• Ensuring that Local Government offices & their officials are familiar with & have a common understanding of INEC's Vision, Mission Statement, Values, Functions & organizational structure. • Ensuring that Local Government offices & their officials are working towards the realization of INEC's Vision & Mission. • Ensuring that Local Government offices & their officials are familiar with & have a proper understanding of all policies, internal regulations, rules, guidelines, work manuals, etc., especially as such documents relate to them or impact their work. • Ensuring that personnel in Local Government offices are properly motivated to work effectively as a team based on shared goals & a sense of belonging. • Ensuring that Local Government offices & officials are able to represent the Commission accurately & effectively in all their engagements with members of the public & stakeholders in their respective Local Government Areas.	• INEC's Vision, Mission Statement, Values, Functions and organizational structure • INEC's policies, internal regulations, rules, guidelines, work manuals, etc. • Decision extracts • Minutes of meetings • Team spirit and sense of belonging	• Visits between INEC Headquarters and Local Government Offices • Circulars (printed & electronic) • Newsletter (printed & electronic) • Memos (printed & electronic) • Letters • Email • Notice boards • Phone calls (Mobile/Fixed Line) • Intranet (in accordance with INEC Information Security and email Usage policies) • INEC Online newspaper	• Records of visits • Project reviews • Periodic reports • Contributions to the Newsletter (printed & electronic) • Annual staff appraisals to be shared with relevant staff and sent to Human Resources / Admin departments at the State Office & Headquarters in accordance with the INEC Staff Conditions of Service

Commission (12 National Commissioners + Chairman / Standing Committees)	Objective(s)	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
	• Ensuring that the Chairman & the National Commissioners have a proper understanding of their functions & powers as the governing body for INEC, including the scope & limits of their powers as well as their individual roles, duties & obligations. • Ensuring that the Chairman & the National Commissioners are familiar with & have a common understanding of INEC's Vision, Mission Statement, Values, Functions & organizational structure. • Ensuring that the Chairman & the National Commissioners are working towards the realization of INEC's Vision & Mission. • Ensuring that the Chairman & the National Commissioners are familiar with & have a proper understanding of all policies, internal regulations, rules, guidelines, work manuals, etc., in order to maintain consistency in the governance & management frameworks established by them. • Ensuring that the Chairman & National Commissioners are able to work effectively as a team based on	• Functions & powers as the governing body for INEC (including the scope & limits of their powers as well as their individual roles, duties & obligations) • INEC's Vision, Mission Statement, Values, Functions & organizational structure • INEC's policies, internal regulations, rules, guidelines, work manuals, etc. • Minutes of meetings • Team spirit and sense of belonging	• Physical meetings • Memos • Letters • Email • Phone calls (Intercom) • Intranet (in accordance with INEC Information Security and email Usage policies)	• Minutes of meetings • Memos • Phone calls • Media reports on the team spirit of the commission • Media reports of public statements & presentations by the National Commissioners

	shared goals & a sense of belonging. • Ensuring that the Chairman & National Commissioners are able to represent the Commission accurately & effectively whenever they are required to engage with members of the public or INEC's stakeholder groups.		

Between the Commission and INEC Departments / Directorates	Objective(s)	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
	• Ensuring that INEC personnel in the different departments & directorates understand the functions & powers of the governing body for INEC, including the scope & limits of its powers as well as their individual roles, duties & obligations. • Ensuring that INEC personnel in the different departments & directorates understand the reasons & rationale which informed the various policies, internal regulations, rules, guidelines, work manuals, etc., that have been adopted or approved by the Commission. • Ensuring that the Commission (the Chairman & National Commissioners) have relevant, adequate & reliable information from the different departments & directorates about the operations & activities of INEC to enable the Commission carry out its functions & exercise its powers in an informed & effective manner.	• Functions & powers as the governing body for INEC (including the scope & limits of their powers as well as their individual roles, duties & obligations) • INEC's Vision, Mission Statement, Values, Functions & organizational structure • INEC's policies, internal regulations, rules, guidelines, work manuals, etc. • Minutes of meetings • Team spirit and sense of belonging	• Periodic physical meetings between the Commission (the Chairman & all National Commissioners) & all heads of departments / directorates • Circulars (printed & electronic) • Memos (printed & electronic) • Letters • Email • Phone calls (Intercom) • Intranet (in accordance with INEC Information Security and email Usage policies)	• Minutes of meetings • Project reviews • Periodic reports • Memos (printed & electronic) • Phone calls

Intra-Departmental (Within each INEC Department and Directorate)	Objective(s)	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
	• Ensuring that every staff member within each INEC department or directorate has a proper understanding of the functions, roles & responsibilities of the department or directorate within the overall mission & goals of INEC. • Ensuring that every staff member within each INEC department or directorate is familiar with the full programme of work & activities of the unit. • Ensuring that every staff member within each INEC department or directorate has a proper understanding of his or her functions, roles & responsibilities within the department or directorate & how these contribute to the broader goals of the unit & the organization. • Ensuring that every staff member within each INEC department or directorate has a clear understanding of specific tasks or activities that have been assigned to them with clear performance targets.	• Functions, roles & responsibilities of the department or directorate within the overall mission & goals of INEC • INEC's Vision, Mission Statement, Values, Functions & organizational structure • INEC's policies, internal regulations, rules, guidelines, work manuals, etc. • Full programme of work & activities of the unit • Individual job descriptions • Minutes of meetings • Team spirit and sense of belonging	• Physical meetings • Circulars (printed & electronic) • Memos (printed & electronic) • Letters • Email • Phone calls (Intercom) • Intranet (in accordance with INEC Information Security and email usage policies)	• Minutes of meetings • Project reviews • Periodic reports • Contributions to the Newsletter (printed & electronic) • Annual staff appraisals to be shared with relevant staff &d sent to Human Resources department at the Headquarters in accordance with the INEC Staff Conditions of Service

Inter-Departmental (Among INEC Departments and Directorates)	Objective(s)	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
	• Ensuring that every department or directorate within INEC has a proper understanding of its functions, roles & responsibilities as well as the functions, roles & responsibilities of other departments & directorates & how each of them contributes to the realisation of the overall mission & goals of INEC. • Ensuring that every department or directorate within INEC is familiar with the programme of work & activities of other departments and directorates. • Ensuring that areas of overlap or intersections between departments & directorates in their work programmes & activities are properly identified & coordinated to avoid duplication, conflicts & tuff battles, contradictory activities & wastage. • Creating platforms & opportunities for shared consideration & resolution of challenges; sharing of best practices & shared learning. • Ensuring that resources of all types are properly allocated according to real needs, are effectively deployed, & are reasonably shared between two	• Functions, roles & responsibilities of all departments & directorates of INEC & how each of them contributes to the realisation of the overall mission & goals of INEC • INEC's Vision, Mission Statement, Values, Functions & organizational structure • INEC's policies, internal regulations, rules, guidelines, work manuals, etc. • Full programme of work & activities of all departments & directorates of INEC • Areas of overlap or intersections between departments & directorates in their work programmes • Minutes of meetings • Required resource allocations	• Periodic physical meetings between heads of departments / directorates • Circulars (printed & electronic) • Memos (printed & electronic) • Letters • Email • Phone calls (Intercom) • Intranet (in accordance with INEC Information Security and email Usage policies)	• Minutes of meetings • Project reviews • Periodic reports • Memos (printed & electronic) • Phone calls

	or more departments / directorates, when necessary.			

Intra-State Office (Within each INEC State Office)	Objective(s)	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
	• Ensuring that every staff member within each State office of INEC has a proper understanding of the functions, roles & responsibilities of the State office within the overall mission & goals of INEC. • Ensuring that every staff member within each State office of INEC is familiar with the full programme of work & activities of the office. • Ensuring that every staff member within each State office of INEC has a proper understanding of his or her functions, roles & responsibilities within the office & how these contribute to the broader goals of the office & the organization. • Ensuring that every staff member within each State office of INEC has a clear understanding of specific tasks or activities that have been assigned to them with clear performance targets.	• Functions, roles & responsibilities of the State office within the overall mission & goals of INEC • INEC's Vision, Mission Statement, Values, Functions & organizational structure • INEC's policies, internal regulations, rules, guidelines, work manuals, etc. • Full programme of work & activities of the office • Staff functions, roles & responsibilities within the office & how these contribute to the broader goals of the office & the organization • Individual job descriptions • Annual staff appraisal to be shared with affected staff person. • Minutes of meetings	• Physical meetings • Circulars (printed & electronic) • Memos (printed & electronic) • Letters • Email • Phone calls (Intercom) • Intranet (in accordance with INEC Information Security and email Usage policies)	• Minutes of meetings • Project reviews • Periodic reports • Contribution to the Newsletter printed & electronic) • Annual staff appraisals to be shared with relevant staff & sent to Human Resources / Admin departments at the State Office & Headquarters in accordance with the INEC Staff Conditions of Service

Intra-Local Government (Within each INEC Local Government Office)	Objective(s)	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
	• Ensuring that every staff member within each Local Government office of INEC has a proper understanding of the functions, roles & responsibilities of the Local Government office within the overall mission & goals of INEC. • Ensuring that every staff member within each Local Government office of INEC is familiar with the full programme of work & activities of the office. • Ensuring that every staff member within each Local Government office of INEC has a proper understanding of his or her functions, roles & responsibilities within the office & how these contribute to the broader goals of the office & the organization. • Ensuring that every staff member within each Local Government office of INEC has a clear understanding of specific tasks or activities that have been assigned to them with clear performance targets.	• Functions, roles & responsibilities of the Local Government office within the overall mission & goals of INEC • INEC's Vision, Mission Statement, Values, Functions & organizational structure • INEC's policies, internal regulations, rules, guidelines, work manuals, etc. • Full programme of work & activities of the office • Staff functions, roles & responsibilities within the office & how these contribute to the broader goals of the office & the organization • Minutes of meetings • Individual job descriptions • Annual staff appraisal to be shared with affected staff	• Physical meetings • Circulars (printed & electronic) • Memos (printed & electronic) • Letters • Email • Phone calls (Intercom) • Intranet (in accordance with INEC Information Security and email Usage policies)	• Minutes of meetings • Project reviews • Periodic reports • Contributions to the Newsletter (printed & electronic) • Annual staff appraisals to be shared with relevant staff & sent to Human Resources / Admin departments at the State Office & Headquarters in accordance with the INEC Staff Conditions of Service

Inter-State (Among INEC State Offices)	Objective(s)	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
	• Ensuring that every State office within INEC has a proper understanding of its functions, roles & responsibilities as well as the functions, roles & responsibilities of other State offices & how each of them contributes to the realisation of the overall mission & goals of INEC. • Creating platforms & opportunities for the discussion of common challenges & other relevant issues among the various State offices as well as shared consideration & resolution of challenges; sharing of best practices & shared learning. • Ensuring that resources of all types are properly allocated according to real needs, are effectively deployed, & are reasonably shared between two or more State offices, when necessary. • Ensuring that practices & procedures are standardised across all State Offices.	• Functions, roles & responsibilities of all State offices & how each of them contributes to the realisation of the overall mission & goals of INEC • INEC's Vision, Mission Statement, Values, Functions & organizational structure • INEC's policies, internal regulations, rules, guidelines, work manuals, etc. • Full programme of work & activities of all State offices • Areas of overlap or intersections between States in their work programmes • Required resource allocations	• Inter-State visits & experience sharing • Circulars (printed & electronic) • Memos (printed & electronic) • Letters • Email • Phone calls (Mobile & Fixed lines) • Intranet (in accordance with INEC Information Security and email Usage policies)	• Reports of visits • Periodic reports • Memos (printed & electronic) • Phone calls

Inter-Local Government (Among INEC Local Government Offices)	Objective(s)	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
	• Ensuring that every Local Government office within INEC has a proper understanding of its functions, roles & responsibilities as well as the functions, roles & responsibilities of other Local Government offices & how each of them contributes to the realisation of the overall mission & goals of INEC. • Creating platforms & opportunities for the discussion of common challenges & other relevant issues among the various Local Government offices as well as shared consideration & resolution of challenges; sharing of best practices & shared learning. • Ensuring that resources of all types are properly allocated according to real needs, are effectively deployed, & are reasonably shared between two or more Local Government offices, when necessary. • Ensuring that practices & procedures are standardised across all Local Government Offices.	• Functions, roles & responsibilities of all Local Government offices & how each of them contributes to the realisation of the overall mission & goals of INEC • INEC's Vision, Mission Statement, Values, Functions & organizational structure • INEC's policies, internal regulations, rules, guidelines, work manuals, etc. • Full programme of work & activities of other Local Governments in the State • Areas of overlap or intersections between Local Governments in their work programmes • Required resource allocations	• Inter-LGA visits • Circulars (printed & electronic) • Memos (printed & electronic) • Letters • Email • Phone calls (Mobile/Fixed lines) • Intranet (in accordance with INEC Information Security and email Usage policies)	• Reports of visits • Project reviews • Periodic reports • Memos (printed & electronic) • Phone calls

Between INEC State Offices and Local Government Offices	Objective(s)	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
	• Ensuring that arrangements, plans & other logistics information are properly communicated to Local Government offices & officials • Ensuring that the RECs & key officials at the State level are properly informed & updated about the activities of the Local Governments within their respective States • Ensuring that Local Government offices & their officials are familiar with & have a common understanding of INEC's Vision, Mission Statement, Values, Functions & organizational structure. • Ensuring that Local Government offices & their officials are working towards the realization of INEC's Vision & Mission. • Ensuring that Local Government offices & their officials are familiar with & have a proper understanding of all policies, internal regulations, rules, guidelines, work manuals, etc., especially as such documents relate to them or impact their work. • Ensuring that personnel in Local Government offices are properly	• INEC's Vision, Mission Statement, Values, Functions and organizational structure • INEC's policies, internal regulations, rules, guidelines, work manuals, etc. • Programme & activity plans, including preparations & arrangements • Team spirit and sense of belonging	• Visits between INEC State & Local Government Offices • Circulars (printed & electronic) • INEC Online newspaper • Newsletter (printed & electronic) • Memos (printed & electronic) • Letters • Email • Notice boards • Phone calls (Mobile/Fixed Line) • Intranet (in accordance with INEC Information Security and email Usage policies)	• Records of visits • Project reviews • Periodic reports • Contributions to the Newsletter (printed & electronic) • Annual staff appraisals to be shared with relevant staff & sent to Human Resources / Admin departments at the State Office & Headquarters in accordance with the INEC Staff Conditions of Service

	motivated to work effectively as a team based on shared goals & a sense of belonging. • Ensuring that Local Government offices & officials are able to represent the Commission accurately & effectively in all their engagements with members of the public & stakeholders in their respective Local Government Areas.		

EXTERNAL COMMUNICATION MATRIX

Stakeholder Group	Objective(s)of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
Voters/ Electorate	• Educating and mobilizing voters or the Electorate to participate in voter registration and elections • Ensuring a proper understanding of relevant information, including timeframes, timelines, appropriate procedures, complaints and redress mechanisms, etc., relating to its core functions, such as organizing voter registration exercises and conducting elections.	• Citizens' voting rights and responsibilities • Date, Time and Venue for voter registration and elections • Electoral processes • Changes in electoral schedules • Complaints procedures • Details of other electoral procedures • Successful prosecution of breaches.	• INEC's Citizens Contact Centre • INEC Online newspaper • Traditional Media • Mainstream Media • New Media • Information Desks in INEC offices • Workshops, conferences, seminars, etc. • INEC Online newspaper	• Telephone hotlines • Blackberry Pins • Radio and television call-in Programmes • SMS • New media • E-mail • Feedback button on INEC website • Systematic monitoring and evaluation - emphasize • Surveys and public opinion polling • Face to face meetings • Information Desks in INEC offices • Media reports • Observer reports

Stakeholder Group	Objective(s)of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
Political Parties	- Entrenching internal democracy in political parties - Cultivating the right political culture in political party membership and leadership - Ensuring compliance with duties and responsibilities of political parties under various electoral laws and regulations - Getting political parties to participate actively in voter and civic enlightenment of the electorate, particularly their membership, for voter registration and elections - Building the capacity of Political Parties in relevant areas such as inclusiveness, complying with the political campaigns finance regulations, poll monitoring, internal democracy, auditing of accounts, etc.	- Political parties rights and responsibilities - Date, Time and Venue for voter registration and elections - Electoral processes - Changes in electoral schedules - Complaints procedures - Publication of Notices of Elections - Timelines for submission of statutory documents required of political parties - The benefit of inclusiveness - Regulatory powers of the Commission	- INEC's Citizens Contact Centre - INEC Online newspaper - Direct communication with political parties, such as meetings, letters, emails - New Media - Advertisement/ announcements in mainstream and new media - INEC In-house journals - Information Desks in INEC offices - INEC Notice Boards - Regular meetings with political parties	- Meetings and workshops with political parties - Statements and comments in the media and at various fora - Formal letters, petitions and protests - Media reports - Observer reports

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Stakeholder Group	Objective(s)of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
The Media	• Getting the range of media types, including traditional, mainstream, and new media, to assist in educating and mobilizing the Electorate for voter registration exercises and elections. • Ensuring accurate and responsible reporting of INEC activities and the electoral processes. • Correcting inaccurate reporting about INEC activities and electoral processes whenever they occur. • Partnerships between INEC and various media communities and entities as well as other stakeholders for the conduct of violence-free elections. • Applying new media tools and platforms to promote the objectives of INEC. • Cultivating and engaging with the media for better appreciation of INEC's objectives, role and challenges. • Ensuring that as much as possible, the media project a positive image of INEC to their publics	• Citizens' voting rights and responsibilities • Date, Time and Venue for voter registration and elections • Electoral processes • Changes in electoral schedules • Complaints procedures • INEC's procurement procedures, processes and policies • Operational challenges • Success stories • Political parties' rights and responsibilities • Publication of Notices of Elections • Timelines for submission of statutory documents • Electoral laws and regulations • Electoral offences and sanctions • Promoting participation of all • Obligations of the media under the law	• INEC's Citizens Contact Centre • INEC Online newspaper • Press conferences • Media briefings • Press statements • Training workshops • Factsheets • Press kits • Newsletters (electronic and printed) • Facility tours • New media • Advocacy visits	• Editorials • News analyses • Features • Op-Ed articles • Pictures and video clips • Documentaries • Social Media Channels, such as. Google Alerts, Twitter, Facebook, etc.

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Stakeholder Group	Objective(s)of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
Civil Society Groups/ Professional bodies/ Trade Unions	• Getting this stakeholder group to assist in educating and mobilizing the Electorate for voter registration exercises and elections. • Ensuring a proper understanding of the requirements and procedures for obtaining accreditation to monitor elections and electoral processes in accordance with international best practices. • Ensuring that the monitoring of electoral processes at all stages is conducted in an informed and professional manner, which provides valuable insights to INEC about its performance and shortcomings. • Ensuring that reports and comments issued following the monitoring of electoral processes and elections are informed and that INEC has the opportunity to engage the findings. • Creating platforms to enable INEC tap into the skills and expertise of members of this stakeholder group	• Date, Time and Venue for voter registration and elections • Electoral processes • Changes in electoral schedules • Complaints procedures • Publication of Notices of Elections • Timelines for submission of statutory documents required of political parties • Accreditation procedures and requirements for election observation and monitoring • Code of conduct for election observers	• INEC's Citizens Contact Centre • INEC Online newspaper • Briefings meetings • Conferences, seminars and workshops • Factsheets and backgrounders • Newsletters (electronic and printed) • Facility tours • New media	Election observation reports Debriefing sessions for CSO observer groups Telephone hotlines • Blackberry Pins • Radio and television call-in Programmes • Statements and comments in the media and at various fora • SMS • New media • E-mail • Feedback button on INEC website • Systematic monitoring and evaluation • Media reports • Observer reports

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Stakeholder Group	Objective(s)of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
Development Partners	• To secure relevant technical and financial support in carrying out of its activities. • To enhance the credibility of INEC and its activities, particularly elections	• Preparations for voter registration exercises and elections • Electoral processes • Post-election review findings and lessons learnt • Challenges and prospects • Success stories	• Small group meetings • Courtesy visits • Reports • Direct communication	• Comments and statements in the media and public fora • Courtesy visits to INEC and vice versa • Media reports • Observer reports

Stakeholder Group	Objective(s)of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
Presidency	To ensure that there is necessary political will to guarantee INEC's independence as well as adequate and timely release of funds for its operations	- Assert autonomy and independence of INEC - The dynamics of the electoral process, particularly issues that might have security implications - Budgetary and resource needs - The need for timely release of funds	- Direct communication, such as letters and face to face meetings - Facilitating editorial comments in newspapers - Facilitating news analysis on radio and television - Facilitating opinion articles in the media	- Statements and comments in the media and at various fora - Letters and memos - Media reports - Observer reports

Stakeholder Group	Objective(s)of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
Government Agencies/ MDAs	To enhance inter-agency cooperation to assist its efforts in achieving the successful implementation of electoral activities	- Arrangements and preparations for elections - Electoral processes - The roles of various MDAs in contributing to the electoral process - Changes in electoral schedules - Acknowledgment/appreciation of contributions	- Direct communication, such as letters and emails - Inter-agency meetings - Periodic meetings - SMS - Public recognition	- Statements and comments in the media and at various fora - Letters and memos - Acknowledgment of appreciation and commendations - Continuing collaboration and sustained cordial relationship - Media reports - Observer reports

Stakeholder Group	Objective(s)of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
National Assembly	• Ensuring the enactment of new legislation or amendment of existing laws to facilitate the conduct of credible elections. • Ensuring that adequate budgets for INEC to perform its statutory and constitutional functions more effectively are appropriated. • Ensuring the maintenance of credible oversight but in a manner that is appreciative of and takes into account the role, functions and challenges of INEC	• Weaknesses in electoral laws and framework • Challenges of implementing letters of electoral laws and frameworks • Budgetary and resources needs • Need for urgent appropriation	• Direct communication • Courtesy visits • Bill proposals • Participation in public hearings • Submission of Memos	• Appropriation • Legislative enactments and/or amendments • Monitoring of parliamentary debates • Reports from liaison officer • Media reports • Observer reports

Stakeholder Group	Objective(s) of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
Judiciary	• Ensuring the speedy adjudication and disposal of election disputes. • Creating mechanisms and procedures for the trial and sanctioning of persons or organizations involved in electoral offences.	• The need for speedy adjudication and disposal of electoral cases • The need for fairness in trial procedures by reducing the frequency of use of exparte injunctions and checking their abuse • The need to enforce provisions relating to electoral offences through prosecution and sanctions	• Direct communication • Meetings with NJC, CJs of State High Courts and FHCs, President of the Court of Appeal, CJN • Sensitization workshops	• Judgments of courts and election tribunals • Comments or observations by courts/judges • Comments, analyses, criticisms by lawyers • Time taken to adjudicate on and dispose of cases • Media reports • Observer reports

Stakeholder Group	Objective(s)of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
Domestic Election Observers	• Ensuring a proper understanding of the requirements & procedures for obtaining accreditation to observe elections & electoral processes. • Ensuring proper education of domestic observers about electoral laws & regulations; the electoral process, etc., throughout all stages of the process. • Ensuring a proper understanding of acceptable behaviour & conduct by election observers during elections, including INEC's Code of Conduct for Election Observers. • Ensuring more effective engagement with domestic observers with the possibility of correcting any possible inaccuracies & misleading information in their election observation reports	• Requirements & procedures for obtaining accreditation to observe elections • Electoral laws & regulations • INEC's Code of Conduct for Election Observers	• INEC website • INEC Online newspaper • Press kit • Social media channels • Briefings & meetings • Direct communication such as letters & emails • INEC's pamphlets & other printed materials & voter education / enlightenment materials	• Debriefings • Interim & final reports from election observation • Comments feature on INEC website • Media comments • Media reports • Observer reports • Comments at public events

Stakeholder Group	Objective(s) of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
International Observers	• Ensuring a proper understanding of the requirements and procedures for obtaining accreditation to observe elections and electoral processes in accordance with international best practices. • Ensuring proper education of international observers about local conditions; electoral laws and regulations; the electoral process, etc., throughout all stages of the process. • Ensuring a proper understanding of acceptable behaviour and conduct by election observers during elections, including INEC's Code of Conduct for Election Observers. • Ensuring more effective engagement with international observers with the possibility of correcting any possible inaccuracies and misleading information in their election observation reports.	• Requirements and procedures for obtaining accreditation to observe elections • Electoral laws and regulations. • The Code of Conduct for Election Observers. • Electoral context and socio-political environment	• INEC website • INEC Online newspaper • Press kit • Social media channels • Briefings and meetings • Direct communication such as letters and emails • INEC's pamphlets and other printed materials and voter education / enlightenment materials	• Debriefings • Interim and final reports from election observation • Comments feature on INEC website • Media comments • Media reports • Observer reports • Comments at public events

Stakeholder Group	Objective(s)of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
Diplomatic Community	• Ensuring that it adequately informs the diplomatic community about the procedures, processes, levels of preparation and outcomes of elections. • Ensuring more effective engagement with the diplomatic community with the possibility of correcting inaccuracies and misleading information that may be contained in their reports to their home governments or comments and observations made to the media	• Preparations for voter registration exercises and elections • Electoral processes • Post-election review findings and lessons learnt • Challenges and prospects • Success stories	• Small group meetings • Courtesy visits • Reports • Direct communication	• Comments and statements in the media and public fora • Courtesy visits to INEC and vice versa • Media reports • Observer reports

Stakeholder Group	Objective(s)of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
Law Enforcement/ Security Agencies	• Ensuring that law enforcement and security agencies are properly informed about their roles and coordinated in maintaining peace and orderliness before, during and after elections. • Ensuring that channels of communication are created or maintained to facilitate effective deployment of law enforcement and security agencies to trouble spots and that there is effective enforcement of electoral provisions. • Ensuring adequate education, capacity building and empowerment of the Police to provide security, investigate electoral offences and assist in the prosecution of electoral offence. • Ensuring the creation of channels and opportunities for giving due recognition and public acknowledgment to law enforcement and security agencies for logistical and other support in order to motivate them.	• Citizens' voting rights and responsibilities • Date, Time and Venue for voter registration exercises and elections • Electoral processes • Changes in electoral schedules • Incident reports • Operational challenges • Relevant success stories • Political parties' rights and responsibilities • Publication of Notices of Elections • Timelines for submission of statutory documents required of political parties • Electoral laws and regulations • Arrangements and preparations for elections • The roles of various security agencies in contributing to the electoral process	• Direct communication • Memos, letters and notes • Security/Intelligence meetings • SMS	• Security reports • Statements and observations made to the media and at other fora • Media interviews • Media reports • Observer reports

Stakeholder Group	Objective(s)of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
State Independent Electoral Commissions (SIECs)	• Enhancing cooperation with State Independent Electoral Commissions to assist its efforts in achieving the successful implementation of electoral activities. • Ensuring that the SIECS have comprehensive & reliable voters registers to enable them conduct free, fair & credible elections. • Sharing international best practice principles in the conduct & management of elections with the SIECs. • Sharing INEC's experience of conducting & managing elections in different contexts & scenarios spanning all the States of the Federation with the SIECs.	• Cooperation towards preparations for elections • Acknowledgment/ appreciation of efficient running of LGA-level elections • Comprehensive, up-to-date, & reliable voter registers as relevant for each of the SIECs. • Established standards & international best practice in all aspects of election management. • INEC's experience, including challenges faced & lessons learnt, in the conduct of elections in different states with various peculiarities, such as different topographies, literacy issues among voters, cultural practices, etc., & how their negative effects can be avoided or managed.	• Direct communication, such as letters & emails • Inter-agency meetings • Periodic meetings • SMS • Public recognition • Observation / Monitoring by INEC of elections conducted by the SIECs	• Statements & comments in the media & at various fora • Letters & memos (printed & electronic) • Continuing collaboration & sustained cordial relationship • Observation / Monitoring by INEC of elections conducted by the SIECs.

Stakeholder Group	Objective(s)of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
Youths	• Making adequate information on electoral processes available to youth via appropriate channels, such as social media and youth groups. • Ensuring the effective participation of youths in the entire electoral process, including exercising their rights to vote and be voted for. • Ensuring the education of youths on the need for them to avoid being used as thugs and/or violators of electoral laws	• Date, Time and Venue for voter registration exercises and elections • Electoral processes • Changes in electoral schedules • Complaints procedures • Accreditation procedures and requirements for election observation and monitoring • Code of conduct for election observers • Electoral offences and sanctions • Need for good behaviour	• INEC's Citizens Contact Centre • INEC Online newspaper • Conferences, seminars and workshops and meetings • Factsheets and backgrounders • Newsletters (electronic and printed) • New media • I.Y.A (Role models)	• Election observation reports • Telephone hotlines • Blackberry Pins • Radio and television call-in Programmes • SMS • New media • E-mail • YouTube • Feedback button on INEC website • Media reports • Observer reports

Stakeholder Group	Objective(s)of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
Women	• Ensuring the effective participation of women in the entire electoral process, including exercising their rights to vote and be voted for. • Making adequate information on electoral processes available to women via appropriate channels, such as informal networks and women groups	• Date, Time and Venue for voter registration exercises and elections • Electoral processes • Changes in electoral schedules • Complaints procedures • Accreditation procedures and requirements for election observation and monitoring • Code of conduct for election observers • Principles and guidelines on women's active participation in electoral processes • National Gender Policy • INEC Gender policy	• INEC's Citizens Contact Centre • INEC Online newspaper • Conferences, seminars and workshops • Factsheets and backgrounders • Newsletters (electronic and printed) • New media	• Election observation reports • Telephone hotlines • BB Pins • Radio Call-in Programmes • SMS • New media • E-mail • Feedback button on INEC website • Media reports • Observer reports

Stakeholder Group	Objective(s)of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
Persons Living with Disabilities (PLWD)	• Ensuring the effective participation of specially-abled persons in the entire electoral process, including exercising their rights to vote and be voted for. • Making adequate information on electoral processes available to specially-abled persons via appropriate channels, such as informal networks and relevant associations	• Date, Time and Venue for voter registration exercises and elections • Electoral processes • Changes in electoral schedules • Complaints procedures • Accreditation procedures and requirements for election observation and monitoring • Code of conduct for election observers • Arrangements made to ensure access to electoral process, venues and materials to accommodate a variety of special abilities	• Provisions of materials in accessible format • INEC's Citizen Contact Centre • INEC Online newspaper • Conferences, seminars and workshops • Factsheets and backgrounders • Newsletters • New media • Appropriate access to electoral process, venues and materials according to their special abilities	• Election observation reports • Telephone hotlines • Blackberry Pins • Radio and television call-in Programmes • SMS • New Media • E-mail • Feedback button on INEC website • Feedback through organisations and networks • Media reports • Observer reports

Stakeholder Group	Objective(s)of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
Nigerians in the Diaspora	• Ensuring that Nigerians in the Diaspora have accurate and reliable information upon which to assess electoral processes and to make informed and enlightened commentary. • Ensuring the effective participation of Nigerians in the Diaspora in the entire electoral process, including exercising their rights to vote and be voted for. • Making adequate information on electoral processes available to the Nigerian Diaspora via appropriate channels, such as social media and relevant associations	• Date, Time and Venue for voter registration exercises and elections • Electoral processes • The context of the elections • Rationale for decisions taken and procedures adopted by the INEC • Changes in electoral schedules • Complaints procedures • Accreditation procedures and requirements for election observation and monitoring • Code of conduct for election observers • Electoral offences and sanctions • Legal and constitutional provisions relating to the participation of Nigerians in the Diaspora	• INEC's Citizens Contact Centre • INEC Online newspaper • INEC website • Various listservs, e-groups and mailing lists to which Nigerians in the Diaspora are subscribed • Factsheets and backgrounders • Newsletters (electronic) • New media • Nigerian diplomatic missions	• Election observation reports • Telephone hotlines • Blackberry Pins • Articles, comments and statements on various online platforms • SMS • Twitter • New media • Feedback button on INEC website • Communication through diplomatic missions • Media reports • Observer reports

Stakeholder Group	Objective(s)of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
Traditional and Religious Institutions	• Getting traditional and religious institutions to assist in educating and mobilizing the electorate for voter registration exercises and elections. • Ensuring that the monitoring of electoral processes at all stages is conducted at the grassroots level where the institutions have moral authority, to provide valuable insights to INEC about its performance and challenges. • Ensuring that reports and comments issued following the monitoring of electoral processes and elections are informed and that INEC has the opportunity to engage the findings; and • Creating platforms to enable INEC to tap into the spread of members of traditional and religious institutions.	• Civic obligations of the electorate • Date, Time and Venue for voter registration and elections • Electoral Processes • Notices of elections • Changes in electoral schedules • Complaints procedures • Timelines for submission of statutory documents required of political parties • Accreditation procedures and requirements for election observation and monitoring • Code of conduct for election observers	• INEC's Citizens Contact Centre • INEC Online newspaper • Town hall meetings • Conferences, seminars and workshops • Factsheets and backgrounders • Newsletters (electronic and printed) • Facility tours • New media	• Election observation reports • Debriefing sessions for grassroots citizen observer groups, telephone hotlines • Radio and television call-in programmes • Publications by traditional and religious institutions • Statements and comments in the media and at various fora • SMS • New media • Email • Feedback button on INEC website • Systematic monitoring and evaluation • Media reports • Observer reports

Stakeholder Group	Objective(s)of Communication with Stakeholder Group/Constituency	Messages/What needs to be communicated	Tools/Channels of Communication	Feedback Mechanism
Vendors, Contractors and Service Providers	• Ensuring a fair opportunity for all vendors, contractors and service providers to bid for contracts. • Providing adequate information for all vendors, contractors and service providers to supply required items and/or provide services. • Broadening options available to enable INEC select the most competent and qualified vendors, contractors and service providers. • Ensuring that the provision of services by vendors, contractors and service providers at all stages is conducted in an informed and professional manner.	• Date, Time and Venue for voter registration and elections. • Electoral processes • Notices of elections • Changes in electoral schedules • Requests for quotations (RFQs) • Contracting or bid procedures • Goods and services required by INEC.	• INEC's website • Bid meetings • Conferences, seminars and workshops • Factsheets and backgrounders • Newsletters (electronic and printed)	• Complaints • Telephone hotlines • Email • Systematic monitoring and evaluation. • Media reports • Observer reports