

**NAVIGATING DIGITAL FRONTIERS: CHALLENGES AND OPPORTUNITIES IN  
IMPLEMENTING HYBRID COMMUNICATION STRATEGIES BY GOVERNMENT  
AGENCIES DURING ELECTION IN NIGERIA**

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**Abstract**

Digital Communication has emerged as a pivotal tool for civic engagement and electoral transparency. In developing countries like Nigeria, however, its adoption by public agencies is often hindered by infrastructural and institutional limitations. This study examines how the National Orientation Agency (NOA) navigates these challenges through a hybrid approach of integrating digital and physical communication strategies during elections. Employing a mixed methods design comprising of survey, interviews and content analysis, the research investigates NOA's communication practices, public reception and institutional constraints. Findings reveal partial effectiveness in combining digital platforms with grassroots mobilization but highlight gaps in digital literacy, strategic coherence and infrastructural support. The study advocates for a structured digital framework, staff capacity building, localized messaging and stakeholder collaborations to enhance digital electoral communication in Nigeria.

**1. Introduction**

The advent of technology have improved the way humans communicate, with the introduction of digital communication gadgets, digital communication have change the narratives in the political spheres, government agencies are now beginning to integrate modern communication technologies with traditional communication to reach specialized audience. This concept which is now being known as “fitigal” communication, this word refers to the mixed method of integrating physical interaction (face-to-face) with digital media technologies to improve and promote real life interaction and feedback between the agency and the citizens.

As societies continue to embrace digital transformation, government agencies are increasingly adopting digital communication strategies to reach diverse demographics, particularly during elections period when timely, credible, and widespread information dissemination is germane. In Nigeria, the National Orientation Agency (NOA) serves as the government's primary vehicle for grassroots public communication, civic education, and policy advocacy. It was established to promote patriotism, national unity, and public understanding of government programmes, the NOA plays a vital role during election periods by sensitizing citizens of their civic responsibilities and mobilizing voter participation.

This have further necessitated NOA to embark on digital communication initiatives to enhance citizen engagement and participation. On one hand, digital technologies offer unprecedented avenues for citizen participation, transparency, and accountability (Esser & Strömbäck, 2014). Platforms such as

X (Twitter), Facebook, and WhatsApp enable citizens to voice their opinions, monitor electoral processes, and hold leaders accountable in real time scenario. On the other hand, the proliferation of fake news, hate speech, and misinformation poses significant threats to the integrity of elections and the stability of the democratic process (Kahne & Middaugh, 2018). This study explores the challenges and opportunities NOA faces in implementing hybrid communication strategies.

## **2. Statement of the Problem**

Despite its critical role in public enlightenment, the NOA faces multiple barriers in executing digital communication strategies during elections. These include infrastructural deficits, limited digital literacy among staff and the public, bureaucratic constraints, funding inadequacies, and the proliferation of misinformation on digital platforms. While the agency has attempted to leverage digital tools such as social media, SMS broadcasting, and community radio in tandem with town hall meetings and field mobilization, the effectiveness and sustainability of these approach remain under-examined. This research therefore aims to identify and assess these dynamics to propose pathways for more effective integration of digital communication in the NOA's electoral mandate.

## **3. Research Questions**

1. What hybrid communication strategies has the NOA adopted during elections?
2. How effective are these strategies in enhancing citizen awareness and participation?
3. What challenges hinder the successful implementation of digital strategies by the NOA?
4. How do citizens perceive the NOA's digital communication efforts during elections?

## **4. Literature Review**

Digital communication strategies have been extensively studied in developed country contexts. However, research on developing countries is scarce. Studies have highlighted infrastructure deficits (Aker & Mbiti, 2010), digital literacy gaps (Unwin, 2009), and institutional constraints (Heeks, 2002) as significant barriers to digital communication adoption. In the context of contemporary communication paradigms, a "digital communication strategy" refers to a meticulously crafted plan or approach devised to leverage digital platforms and technologies in disseminating information, engaging with target audiences, and achieving specific communication objectives (Kaplan & Haenlein, 2010). This strategy encompasses a broad spectrum of activities, including but not limited to social media engagement, website management, email marketing, and online advertising, all orchestrated to

effectively convey messages, influence perceptions, and foster engagement in the digital sphere (Chaffey & Ellis-Chadwick, 2019).

In the Nigeria, digital technology adoption is rapidly proliferating, the concept of a digital communication strategy holds immense relevance, particularly concerning NOA's mandate to shape public discourse and citizen engagement during elections. With the advent of digital platforms and the widespread use of social media among Nigerians, the NOA's ability to harness digital communication strategies becomes pivotal in reaching and mobilizing diverse segments of the population (Ogunnaike & Adeniran, 2018).

Given Nigeria's socio-political landscape characterized by ethnic diversity, regional disparities, and varying levels of digital literacy, a well-crafted digital communication strategy becomes indispensable for the NOA in bridging informational gaps, fostering inclusivity, and fostering civic participation during elections (Arowolo & Akintunde, 2019). Moreover, the dynamic nature of digital platforms allows for real-time engagement and feedback, enabling the NOA to tailor its communication efforts based on evolving public sentiments and preferences (Esser & Strömbäck, 2014).

## **Digital Communication in Governance**

The term "figital" is a portmanteau of "physical" and "digital," referring to the seamless integration of physical and digital experiences in communication processes. In public sector communication, figital strategies are used to combine the accessibility and immediacy of physical communication (e.g., town hall meetings, rallies, distribution of printed materials) with the speed, interactivity, and scalability of digital media (e.g., social media, websites, mobile apps, virtual forums). This approach enhances message dissemination, ensures broader reach, and increases engagement by catering to both digitally connected and traditionally reliant populations.

In the governance, figital communication have helped in bridging digital divide, especially in Nigeria, where internet penetration is uneven and digital literacy varies. The hybrid strategy allows institutions like the NOA to reinforce their communication efforts, deliver real-time updates, receive feedback, and counter misinformation across multiple platforms. For example, a physical awareness rally can be streamed online, discussed in a radio programme, and simultaneously promoted on social media.

Therefore, the need for digital communication became particularly pronounced during the COVID-19 pandemic, where physical restrictions led to an accelerated adoption of digital platforms. However, the return to normalcy underscored the value of integrating both modes for effective public communication. In electoral settings, digital communication is indispensable for mobilizing diverse

voter demographics, particularly youths and marginalized communities who engage differently with media platforms.

## **Role of Government Agencies in Electoral Communication**

Electoral communication involves the dissemination of information aimed at shaping public perception, encouraging participation, and ensuring informed decision-making during electoral processes. Government agencies serve as authoritative sources of electoral information and play a crucial role in fostering transparency, participation, and peaceful conduct of elections. NOA over the years have collaborated with the Independent National Electoral Commission (INEC) and other stakeholders to mobilize citizens and ensure electoral integrity.

Effective electoral communication by government agencies includes voter education campaigns, civic awareness programs, stakeholder engagements, and use of both traditional and digital media for dissemination. These communication efforts are particularly important in a complex, multi-ethnic, and multi-lingual society like Nigeria, where misinformation, political apathy, and voter suppression are ongoing challenges, by adopting hybrid communication strategies, government agencies can leverage on physical community engagement structures and combine them with the wide reach of digital tools. This ensures that communication messages are not only heard but understood and acted upon by a diverse and dispersed electorate.

## **The Structure and Mandate of the NOA**

The National Orientation Agency was established in 1993 under Decree 100 (now an Act of Parliament) with a mandate to mobilize and inform the Nigerian public on government policies, promote national unity, and encourage civic responsibility. The NOA operates under the Federal Ministry of Information and Culture and is structured into 774 local government offices, 36 state directorates, and a national headquarters in Abuja. This extensive physical presence provides the agency with deep grassroots access and a unique advantage in physical mobilization.

NOA's core responsibilities include enlightening citizens on their rights and responsibilities; Promoting values such as discipline, integrity, and patriotism; Communicating government programmes and policies; Facilitating feedback from the public to the government; Mobilizing participation in democratic processes, including elections; the agency has recognized the need to modernize its communication processes by incorporating digital tools. It has engaged in digital campaigns via X, Facebook, Instagram, and its official website. However, limited digital infrastructure, skills, and funding have hindered a full transition into a digital-first communication model. Overly, NOA has continued to rely on its strength in physical outreach but increasingly

seeking to bridge this with digital strategies, making digital communication a key area of transformation.

During election period, NOA is responsible for voter sensitization campaigns, promotion of peaceful election conduct, mobilization of marginalized populations including women, youth, and persons with disabilities, and countering misinformation and disinformation about the electoral process. A hybrid approach enables the NOA to maximize its presence and effectiveness by ensuring that messages shared on digital platforms are reinforced through physical interactions and vice versa. For instance, a voter education message initiated on social media may be followed up with community dialogues or door-to-door campaigns, ensuring deeper understanding and trust.

### **Case Studies from NOA's Campaign Experience.**

NOA has stand as a crucial institution tasked with fostering national cohesion, unity, and citizen participation in governance (Adewale & Olufemi, 2020). It has played a significant role in disseminating government policies, promoting civic education, and shaping public opinion through various communication channels. A brief analysis of selected popular campaigns gives more clarity.

- i. The “Good People, Great Nation” campaign was launched in 2012 under the administration of Umaru Musa Yar’adua, led by Professor Dora Akinyuli, the Minister of Information, with the slogan “Rebranding Nigeria.” The campaign was primarily focused on reimagining Nigeria’s image on the foreign scene and also igniting the spirit of nationalism in the citizens. The campaign primarily made use of radio and television to reach Nigerians.
- ii. “Change begins with me” started in 2016 during General Muhammdu Buhari’s time, led by the minister of information, Lai Mohammed. The campaign was focused on educating and enlightening the citizens to appreciate the values needed for national development. A critical analysis of the strategies used are social media, sensitization rallies, collaborations with civil society, and media partnerships.
- iii. Voter Education Campaigns: During the 2023 general elections, NOA utilized digital platforms to educate citizens on voting procedures, emphasizing transparency and discouraging electoral malpractice. The campaign’s success demonstrated the potential of digital strategies in fostering civic participation.
- iv. COVID-19 Awareness Initiatives: NOA employed digital tools to promote health protocols and vaccination awareness. While the reach was significant in urban areas, rural populations remained harder to engage due to the digital divide. NOA employed digital tools to promote health protocols

and vaccination awareness. While the reach was significant in urban areas, rural populations remained harder to engage due to the digital divide.

v. Other campaigns are the National Campaign against Fake News and the Operation Safe Corridor Programme.

## **Empirical Review**

The empirical review presents findings from previous studies that have examined the application of digital, physical, and hybrid communication strategies by government agencies during electoral periods. These studies include practical implementation, challenges, and benefits of hybrid communication approaches in democratic settings, particularly within Nigeria and similar developing contexts.

### **Digital Communication in Electoral Processes**

Studies such as Adekunle (2021) and Uche & Omodia (2018) have highlighted the increasing use of social media platforms by electoral bodies and public institutions to disseminate electoral information. Adekunle's research focused on INEC's use of Twitter and Facebook during the 2019 general elections in Nigeria. The findings revealed that digital platforms facilitated rapid dissemination of updates and countered misinformation. However, the study also noted limited engagement with rural populations due to poor internet penetration and digital literacy gaps.

Similarly, Omodia (2018) found that while digital tools enhance transparency and engagement among urban youth, they remain ineffective in areas with limited connectivity. These findings emphasize the importance of combining digital platforms with traditional methods which is a core tenet of hybrid communication.

### **Physical Communication Approaches and Their Limitations**

Several studies highlight the relevance of physical communication in voters' education. For example, Eze and Nwankwo (2016) examined the role of town hall meetings, community dialogues, and door-to-door campaigns during elections in southeastern Nigeria. They concluded that physical engagement fosters trust and deeper understanding among rural and elderly voters. Nonetheless, they also highlighted logistical challenges such as high costs, security risks, and limited scalability. Integration of Digital Strategies

A study by Ajayi and Fatunde (2020) explored the integration of digital communication strategies by the Lagos State Government during voter sensitization campaigns. The study found that combining

radio broadcasts with WhatsApp groups and community theatre enhanced message retention and behavioral change. The digital approach also enabled real-time feedback from the audience, which was used to improve messaging strategies.

In another study, Obono and Igwe (2022) assessed the use of digital strategies by the NOA during the 2023 general elections. They observed that while the NOA had made efforts to use social media and mobile applications to supplement its traditional methods, the overall impact was limited by infrastructure deficits, inconsistent messaging, and lack of trained personnel. However, areas where both physical and digital channels were combined saw higher levels of voter turnout and civic engagement.

Comparatively, in Kenya, Mwangi and Otieno (2020) studied the implementation of a hybrid campaign by the Independent Electoral and Boundaries Commission (IEBC). They reported that integrating SMS alerts, radio talk shows, and Twitter updates improved public awareness and reduced incidents of electoral violence. Similarly, in India, Singh (2019) documented the success of blending street plays with social media campaigns to promote electoral participation in rural areas. These international studies reinforce the idea that hybrid communication can be an effective strategy for public communication, particularly during elections, when accurate, timely, and inclusive information dissemination is critical.

## 5. Review of Theories

Social Capital Theory, as elucidated by Putnam (2000), posits that social connections and networks within communities contribute to the development of trust, cooperation, and collective action. In digital communication and electoral processes, the importance of online social networks and virtual communities in facilitating political discourse and citizen engagement, digital communication platforms, such as social media sites and online forums, serve as virtual spaces where individuals can connect, interact, and exchange information, thereby fostering the formation of social capital in cyberspace (Bimber, 2001). Previous research has applied Social Capital Theory to examine the influence of digital communication on public discourse and civic participation in electoral contexts. For instance, studies by Ellison, Steinfield, and Lampe (2007) and Valenzuela, Park, and Kee (2009) have investigated the role of social networking sites, such as Facebook and Twitter played in enhancing political engagement and mobilizing citizens during elections. These studies found that individuals who actively participate in online social networks are more likely to be politically engaged, express their opinions, and participate in collective actions, thus contributing to the formation of social capital in the digital sphere.

This theory explains how old and new media coexist and interact in contemporary communication environments. Jenkins describes media convergence as a cultural shift where consumers are encouraged to seek out new information and make connections across dispersed media content. In the context of this study, the theory provides a framework for understanding how the NOA blends traditional communication channels such as radio, television, and town hall meetings with new media platforms like social media, mobile apps, and web portals. Media convergence highlights the fluid nature of media consumption and suggests that a holistic, integrated approach to communication is essential for reaching diverse audiences during elections.

## **6 Research Methodology**

### **6.1 Research Design**

This study adopts a mixed methods approach, combining quantitative and qualitative research methods to provide a comprehensive understanding of the implementation of hybrid communication strategies by the National Orientation Agency (NOA) during elections. Specifically, the research design integrates survey research, content analysis, and in-depth interviews. For the content analysis, data from the different digital media platforms were sourced; the NOA Facebook page was created in November 2011, YouTube in March 2018, X in March 2022, and Instagram January 2016.

### **6.2 Population of the Study**

The population for this study includes NOA staff at the national, state, and local government levels; Nigerian citizens across selected states (Kano, Lagos & Enugu), particularly those of voting age and content analysis of NOA messages both online and offline.

### **6.3 Sampling Technique and Sample Size**

A multi-level sampling technique will be used:

Stage 1: Purposive sampling was used to identify three states from different geopolitical zones (e.g., Lagos, Kano, and Abia) to ensure regional representation. The states selected were picked due to their influences and economy abilities

Stage 2: Available sampling was used to select NOA staff and community members within those states.

Stage 3: Simple random sampling was employed to select survey respondents among the voting age population.

A total sample size of 600 survey respondents will be targeted (200 per state), alongside 15 NOA staff and 10 stakeholders for interviews, and content from 3 months of NOA digital and physical campaign materials for content analysis.

#### **6.4 Data Collection Methods**

A. Survey Method: Structured questionnaires will be administered to citizens to assess their awareness, perceptions, and engagement with NOA's digital electoral campaigns. The questionnaire will include both closed and open-ended questions addressing communication reach, trust in messaging, and preferences for communication channels.

B. Content Analysis: A systematic content analysis was conducted on NOA's communication materials from the last general election. This includes:

- i. Social media posts (Facebook, Twitter/X, Instagram).
- ii. Physical campaign materials (flyers, banners, radio jingles, town hall transcripts).
- iii. Press releases and public statements. Coding categories will include message themes, language style, interactivity, visual aids, and misinformation counter-narratives.
- iv. Interviews: Semi-structured interviews will be conducted with NOA officials, INEC personnel, and media/CSO representatives. These interviews will explore strategic decision-making processes, challenges in hybrid communication implementation, audience engagement mechanisms, and capacity gaps. Interviews will be audio-recorded, transcribed, and thematically analyzed.

#### **6.5 Data Analysis Techniques**

Quantitative data from the survey will be analyzed using descriptive statistics (frequencies, percentages, and means) and inferential statistics (chi-square and correlation) via SPSS. Qualitative data from interviews and open-ended survey responses will be analyzed using thematic analysis. Content analysis results will be presented using frequency counts, percentages, and comparative interpretations.

### **7. Data Presentation and Analysis**

This presents the data collected through surveys, interviews, and content analysis to examine the challenges and opportunities associated with digital communication strategies implemented by the

National Orientation Agency (NOA) during elections. Data are analyzed to address the research questions regarding the effectiveness of hybrid communication strategies in mobilizing and educating voters during election periods.

## Presentation and Analysis of Survey Data

A total of 600 respondents across Lagos, Kaduna, and Abia States participated in the survey, while 600 questionnaires were collected. The results are presented using tables and descriptive statistics.

**Table 1: Demographic Profile of Respondents**

Variable	Frequency	Percentage
<b>Gender</b>		
Male	315	52.5%
Female	285	47.5%
<b>Age Group</b>		
18 – 25	180	30%
26 – 35	240	40%
36 – 45	120	20%
46+	60	10%
<b>Education Level</b>		
Primary	48	8%
Secondary	168	28%
Tertiary	384	64%

Source: Researcher field survey, 2024

**Table 2: Awareness and Engagement with NOA Communication**

Question	Yes	No
Have you seen or heard any NOA voter education message in the last election?	402 (67%)	198(33%)
Was the message digital (Social media, SMS)	216 (36%)	-
Was the message physical (radio, flyers, and community events)?	276 (46%)	-
Did you receive the message via both digital and physical platforms?	114 (19%)	-

Source: Researcher field survey, 2024

**Table 3: Respondents' Preferred Communication Channels**

Channel	Frequency	Percentage
Radio	174	29%
Social Media	198	33%
Community Town Halls	120	20%
Whatsapp Broadcast	66	11%
Television	42	7%

Source: Researcher field survey, 2024

**Table 4: Perceived Effectiveness of NOA strategies**

Statement	Agree (%)	Neutral (%)	Disagree (%)
NOA messages were timely and relevant	58%	22%	20%
The combination of Physical and digital methods made the message clearer	61%	18%	21%
I trust information from NOA more than political parties	47%	26%	27%
NOA's digital outreach should be improved	83%	10%	7%

Source: Researcher field survey, 2024

### **Presentation and Analysis of Content Analysis**

Content from NOA's Facebook page, official press releases and community outreach materials during the 2023 general elections were analyzed over a period of 3 months (1 Jan – 31 March 2023).

**Table 5: Themes Identified**

Theme	Frequency	Medium Used
Voter education	42	Facebook, Flyers, Radio
Anti-violence campaign	28	Town Halls, Twitter
Civic duty promotion	36	Radio Jingles, Posters
Fake news countering	20	Facebook, Whatsapp

Source: Researcher content analysis, 2024

### **Nature of Content**

Tone: Predominately neutral and informative

Language: English (70%), Hausa (15%), Yoruba (5%), Igbo (10%)

Visuals: 55% of online posts contained infographics; 20% had videos; 25% were plain text

Engagement Rate: Averaged 230 likes and 85 shares per post on facebook

### **Opportunities in Digital Communication**

Broader Reach: using Whatsapp helped us reach younger people who do not attend rallies – NOA State Director

Real Time Feedback: Facebook comments allowed us to adjust our messaging quickly- NOA media officer.

**Table 6: Challenges Identified**

Challenge	Frequency (m)
Poor Internet Infrastructure	19
Low digital skills among field staff	17
Budget constraints for media buying	15
Message duplication/inconsistency	12

Source: Researcher field survey, 2024

### **Stakeholder Suggestions**

i. Develop NOA mobile apps for election engagement

- ii. Train community mobilizers in digital tools
- iii. Partner with telecom companies SMS voter education

## 8. Discussion of Findings

The findings reveal that the National Orientation Agency (NOA) has adopted a hybrid communication approach a blend of digital and physical communication to enhance citizen engagement during elections. This strategy aligns with Media Convergence Theory (Jenkins, 2006), which posits that communication today is characterized by the intersection of traditional and new media. NOA's use of radio, town hall meetings, and flyers alongside Facebook, WhatsApp, and X (Twitter) exemplifies this convergence. The theory's relevance is evident in how the agency leverages various platforms to cater to Nigeria's heterogeneous population with differing media access and preferences.

The finding that 61% of respondents believe combining physical and digital methods improved message clarity further affirms Jenkins' assertion that convergence enhances the effectiveness of messaging by allowing audiences to connect content across formats. However, the execution remains uneven, as digital efforts are hampered by limited infrastructure and untrained personnel challenges that constrain the full potential of media convergence.

Moreover, Social Capital Theory (Putnam, 2000) helps explain the importance of digital platforms in fostering civic participation and trust. NOA's use of social media not only disseminates information but also creates virtual spaces for dialogue, feedback, and collective engagement essential components of digital social capital. Respondents' engagement through comments, shares, and reactions on platforms like Facebook signals the formation of online networks that can influence civic behavior and participation.

Nonetheless, only 47% of respondents trusted NOA messages more than those from political parties. This indicates a gap in the formation of institutional trust within digital communities a core component of bonding and bridging social capital. It highlights the need for NOA to improve credibility and transparency online to strengthen its social capital.

Interview data with stakeholders reinforced that physical interactions, such as town halls, still foster deeper trust, especially in rural communities. This supports the notion that online engagement must be supplemented by face-to-face interactions to build both online and offline networks of trust, an essential dynamic in Putnam's theory.

In terms of institutional barriers, infrastructural deficits, inadequate training, and message inconsistency weaken the NOA's ability to maintain a coherent media presence across platforms. This

gap disrupts the convergence process and limits the formation of durable social capital through consistent, engaging digital communication.

Digital opportunities such as real-time feedback and broader reach were identified. Respondents emphasized platforms like WhatsApp as effective yet underutilized tools. According to Social Capital Theory, such platforms are not just information conduits but also trust-building arenas where civic norms are reinforced through peer-to-peer engagement.

## **Summary of Findings**

This study investigated the implementation of hybrid (physical & digital) communication strategies by the National Orientation Agency (NOA) during elections in Nigeria. A mixed-methods approach was adopted, involving surveys of citizens, content analysis of NOA campaign materials, and interviews with NOA officials and electoral stakeholders.

Key findings include:

1. Reach and Usage of digital Communication: 67% of survey respondents reported exposure to NOA's election-related messages. 19% accessed messages through both physical and digital platforms, confirming the use of a hybrid approach, albeit in limited scope. The NOA's use of both digital and traditional media confirms the relevance of media convergence in electoral communication. However, inconsistencies in strategy and limited infrastructural capacity hinder a fully integrated approach.
2. Channel Preferences and Audience Engagement: Respondents preferred a mix of channels including social media (33%), radio (29%), and town halls (20%) demonstrating the necessity of combining media formats to optimize reach and comprehension, as theorized by Jenkins. WhatsApp was identified as an emerging but underutilized platform for voter education.
3. Effectiveness of Communication: 61% of respondents agreed that combining physical and digital methods improved message clarity and retention. However, only 47% trusted NOA messages more than those from political parties, indicating a need for enhanced credibility and community trust.
4. Institutional Challenges: Interviews and content analysis revealed key constraints including inadequate infrastructure, insufficient digital training for NOA personnel, fragmented content strategy, and budgetary limitations.
5. Opportunities: Digital strategies offer significant potential for broader voter outreach, especially in multilingual and multiethnic contexts. Real-time feedback through digital platforms allows message refinement and improved responsiveness.

## 9. Conclusion

The study concludes that the NOA's current application of digital communication strategy during elections is functional, while the use of hybrid strategy is sub-optimal. The agency has attempted to bridge physical and digital outreach methods, its capacity to do so effectively is limited by infrastructural, financial, and human capital challenges. Nevertheless, Digital communication remains a critical strategy for inclusive, real-time, and participatory electoral education in Nigeria's democratic landscape.

The Digital approach is particularly vital in a country where a significant proportion of the population are youths who are digitally inclined are raising more demands for digital interaction. Strengthening the NOA's Digital strategy is not just timely, it is essential for improving voter engagement, combating misinformation, and enhancing the credibility of electoral processes.

## 10. Recommendations

Based on the findings, the following recommendations are offered:

- 1 Establish a Digital Communication Framework: The NOA should institutionalize a formal strategy that merges digital innovation with grassroots mobilization, tailored to different demographics.
- 2 Review NOA's Electoral Mandate: Government and electoral stakeholders should update NOA's communication responsibilities to explicitly integrate digital communication in all electoral phases.
- 3 Digital Training for Field Officers: Continuous training and certification in digital communication, data visualization, and online engagement should be offered to all NOA staff.
- 4 Deployment of Digital Coordinators: Appoint dedicated digital strategy officers at zonal offices to manage hybrid communication campaigns and coordinate with local influencers and civic groups.
- 5 Segmented Messaging for Audience Categories: Create tailored messages for youths, women, rural dwellers, and persons with disabilities using both traditional and new media suited to each group.
- 6 Adopt Multilingual Messaging Tools: Expand the use of local languages across both digital and physical media to ensure inclusiveness and accessibility.
- 7 Increase collaboration with Tech and Media Firms: Build partnerships with social media platforms, telecom providers, and media influencers to amplify NOA's messages and improve reach.
- 8 Engage Civil Society and Community Leaders: Collaborate with CSOs, religious institutions, and traditional rulers to validate and disseminate messages, enhancing local trust.

9. Create a Real-Time Feedback Loop: Use social media analytics, community surveys, and call centers to gather feedback and refine ongoing campaigns dynamically.
10. Establish a Digital Performance Dashboard: Develop a performance metrics system that tracks the reach, engagement, and impact of digital communication campaigns during elections.

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