



Research, Strategy & Intervention

In Support of the Reverend Mutava Musyimi

Candidature for the 2012 Kenyan Presidential Elections
Stage One – Initial Summary Proposal August 2010

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DOCUMENT SCOPE

On 14th July 2010, SCL Elections met with the Reverend Mutava Musyimi and Messrs. Joe Muchekehu and Kamotho Waiganjo to discuss a number of ways in which the Company could help support Rev. Musyimi (the Candidate) successfully challenge for the presidency of Kenya.

In particular, SCL Elections demonstrated its election campaign management history and its Client track record, together with providing an overview of its election capabilities and the campaign services the Company can provide.

It was tabled that SCL would compile a proposal to cover the initial stage of the candidacy to include four distinct components:

- An initial baseline programme of **Target Audience Analysis (TAA)** – in-depth electoral behavioural research;
- A **Candidacy Launch** programme;
- A **Fundraising** programme to include domestic and international fundraising;
- An **Online Campaign** to include websites, social media presence and online advertising.
-

This proposal document examines each work stream, explaining the outputs and benefits to the Candidate and his team, and provides a budget associated with its implementation based on current understanding of strategy.

Strategic Communication Laboratories – Elections (SCL) is honoured to submit this Initial Summary Proposal to provide strategic communications services as described and in support of the planned candidature of the Reverend Mutava Musyimi.

As practitioners of the science of communications, we offer that TAA must precede and thus inform the other three components. Each component will be detailed below and an estimated cost structure is proposed. Work can begin seven days following receipt of initial payment.

SCL has interpreted the brief and mandate based on the briefing and its own desk research, and therefore submits this proposal as a discussion document for review and feedback; it is not a 'fait accompli' and may be subject to revision and ideally to reflect local knowledge and resources, to ensure that the programme of activities and deliverables most accurately reflect the requirements of the Candidate and the overall strategic and tactical objectives.

ABOUT STRATEGIC COMMUNICATION LABORATORIES

SCL creates, implements, and evaluates complete Strategic Communication campaigns for governments and military organisations worldwide. SCL's unique scientific approach focuses on creating real, measurable behavioural change and results, not simply conceptual change that may not be played out with real-world consequences.

In an election campaign, an exceptionally wide number of groups have to be reached successfully at the same time in order to ensure a victory. For example, encouraging male youth to vote for a candidate may require different tools and methods to encouraging female youth to vote for the same candidate.

Currently, the benchmark for achieving this is not high – governments and individuals hire PR agencies and marketing firms that try to come up with creative ways to capture the imagination of the population.

In contrast, SCL has a process for delivering results that are based on empirical fact. It uses creativity in its solutions but roots them in underlying science. With the experience and knowledge of how to influence voter behaviour, it uses teams to measure target groups. These measurements indicate the audience's current psychological and behavioural state.

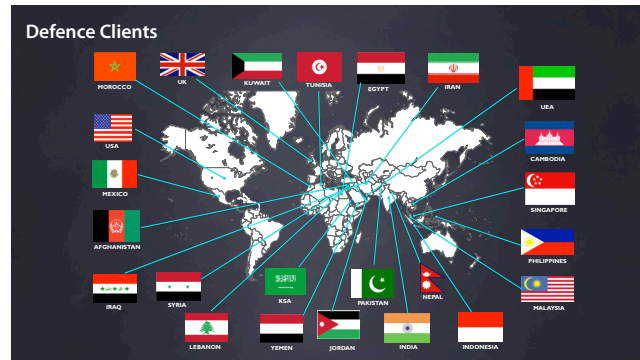
For example, using advanced research techniques, we may discover that one group will be influenced more greatly by advertising. Another will be more susceptible to radio or television documentaries. Another will behave according to rumour, whilst others yet will vote depending on the promise of local infrastructure or health facilities.

Armed with this knowledge, SCL and the campaign team will then develop a plan to win round these groups and secure their vote in the most effective way possible. This is what SCL refers to as the science of communication.

With over 15 years' unparalleled experience in election campaigns, our professional team of election experts has worked on more than 35 elections world-wide and managed some 23 election campaigns in their entirety, a sample of these is illustrated below.

SCL has carried out research and campaigns for clients in the Caribbean, Europe, Africa, the Middle East and South and East Asia. Its clients have typically included governments, NGOs, police departments, military forces, municipal authorities and the UN.

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Case studies and references are available on request.



SCL's Elections Division has worked on over 35 election campaigns – ***it has never lost an election it has wholly managed.***

THE STRATEGIC CONTEXT

Kenya is at a crucial stage in both its own development, and geopolitically on the world stage.

The recent Referendum on constitutional change has received a significant 'Yes', and the Kibaki administration is moving to expedite the changes that reduce the powers of the President, delegate more power to local governments and gives Kenyans a bill of rights.

Economically, politically, and tribally, the Government and its people face great challenges, including health and education, agriculture and land reform, as well as divisions and fault lines in the coalition government. Much of this is underscored by allegations of corruption and sleaze, the government's perceived stranglehold on the media, the aftermath of the 2007 election violence and the Waki Commission, widespread disappointment in government and governance, and the mixed expectations of the proposed but seemingly stalled Truth, Justice and Reconciliation Commission (TJRC).

This climate presents both challenges and opportunities for the Candidate. His reputation and credentials are established and beyond reproach, and his track record for delivery is impressive. The challenge will be to rise as a charismatic and visionary leader who can deliver for his people, but to do so in an entrenched political environment where, put simply, the deeply ingrained forces can potentially outmanoeuvre and outspend the competition by both fair means and foul.

To cut through and leverage the absence of any negative legacy still requires a detailed knowledge of the different groups through a careful and focused Target Audience Analysis. It requires a careful mapping of policies and platforms to the hopes and fears of the Kenyan population. And the brand of the personality needs also to be balanced with the brand of the party, and provide a cohesive and consistent narrative to the campaign.

SCL is particularly well placed to support the Candidate and his party on this exciting journey, and proposes a tailored and effective analysis of the current political landscape and strategy of the Candidate and his Party to provide a clear platform from which to start their election campaign in earnest.

The strategic communication methodologies for Target Audience Analysis discussed in this proposal will deliver a detailed and powerful issue / message strategy and framework, and may be supported by further services such as candidate management and opposition research and intervention, through to comprehensive campaign services in conjunction with the core team.

Strategic Communication Laboratories is privileged to have this opportunity to be involved and looks forward to commencing work for the Candidate, his team, his party and for Kenya and its people.

THE CHALLENGES AND OBJECTIVES

We believe the opportunity for the Candidate to be already significant and that it may be considerably enhanced by a strategic approach to communications. While there is still some time to go before the election itself, there is still much to be done and the programme needs to realise some short term needs, and coherently create a sustainable long term position, in a climate of noteworthy political and economic transformation in Kenya.

This opportunity also presents challenges; for example, the Candidate must bring about unity in an atmosphere where coalitions can be volatile, and among a wide group of stakeholders, all of whom will have opinions and agendas of their own.

These summary points will evolve with consultation and with results, but **the challenges** that SCL focused on for this proposal may be briefly summarised as follows:

- To fully understand the target audiences and identify the appropriate measures and interventions to which they will respond;
- To define the behaviours / triggers / 'buttons' that need to be pushed to elevate the status of the Candidate (and his chosen party), and to project the right messages
- How to create a sustainable narrative and dialogues to get to 2012 and beyond

In consultation with the Candidate and his team and with the TAA outputs available, we will refine and synthesise these challenges to define **the objectives** but in broad strokes they currently are:

- Build a success story for the Candidate based on his past and current achievements;
- Build a common purpose for the Candidate and all of his supporting elements;
- Build a communications platform and infrastructure, especially online in the initial phases, plus the consideration of broadcast;
- Provide the support of a fundraising programme;
- Inform and reassure the international community of the probity and value of the candidature.

CONCEPTS AND OPERATIONS

This proposal document now addresses how SCL will support these needs, principally in the four agreed areas:

1. An initial baseline programme **Target Audience Analysis** / – in-depth electoral behavioural research; the prerequisite to ‘getting it right’
2. A **Candidacy Launch** programme;
3. A **Fundraising** programme to include domestic and international fundraising;
4. An **Online Campaign** to include websites, social media presence and online advertising.

For future reference some further details are also provided for **Election & Campaign Management** – Strategy, Operations & Tactics: the skills and people to make it all happen.

SCL advises this approach based on our research to date and our recent briefing in London, and the consultancy’s preliminary understanding of the Candidate’s objectives and needs. We expect this to be refined and redirected in the course of the relationship, but the most important thing is to get started and push home the Candidate’s ‘carte blanche’ and relative early mover advantage.

ConOp #01: Target Audience Analysis

The TAA research aspect of operations will guide all onward programme development and the recommended interventions. It provides strategy, messages and suggested tactics with which to navigate the target audiences / groups towards the desired behaviours in four steps:

1. **Diagnosis:** uncover the drivers that define the situation;
2. **Prognosis:** research the situation in order to assess the consequences of alternative courses of action, including the ramifications of all scenarios;
3. **Prescription:** use research and analysis to indicate which courses of action are most likely to achieve the objectives;
4. **Evaluation:** assess the efficacy of any intervention, reprieving prior steps if necessary

Once equipped with this information the Candidate, SCL and the campaign team will be properly and uniquely placed to deliver the campaign strategies required to achieve the objectives.

Thus, the TAA and the resulting message framework are the foundations and navigation tools for successful campaign development.

A fully detailed methodology can be made available for inspection but for the purposes of this summary document, some of the issues and solutions we will be interrogating and providing recommendations on and solutions for include:

- A top-line statistical analysis on voting intention and behaviour.

- Analysis of the viability and appeal of the Candidate's candidacy for president.
- An overall understanding of the primary issues effecting each significant grouping within the population of Kenya.
- Identifying the key triggers and motivators that can be used to 'persuade' the electorate to vote for the Candidate.
- Based on this research, strategic recommendations and efficient tactics to ensure victory:
 - o Strategic alliances including voting bloc segmentation
 - o Strategic considerations and concepts for sub-campaigns targeting key voter groups
 - o Swing and apathetic voter campaign formulation
 - o Campaign to disunite and discredit the opposition

Specifically from the ConOp #01 of research and Target Audience Analysis, the Candidate and his team will receive:

- A **comprehensive report** that contains real insights, that can be easily understood and used by all stakeholders
- **Powerful tools for engaging** the stakeholders locally, regionally and nationally
- Campaign-specific strategic recommendations plus
- A concrete Action Plan: *real life guidance for effective communications and strategic interventions*

RESULTS PRESENTATION

Following completion of the research phase of the programme, all statistical and analytical qualitative and quantitative data (including video polling and recorded in-depth interviews and focus group discussions) will be sent to the Behavioural Dynamics Institute the BDi) in the UK for processing and analysis.

Working together with SCL Elections' Planning Unit the data will be measured against the BDi's research protocols and used as the basis for strategy recommendations.

Thereafter, SCL Elections will send a presentation team to Kenya to debrief the Candidate and his campaign team on the findings of the TAA research and to present in full its strategy recommendations including a campaign plan, sub-campaign concepts and implementation, expected financial requirements and timings. The presentation will require a minimum of two days.

Armed with the right knowledge, SCL will then develop a plan to win round these groups and secure their vote in the most effective way possible. This is often a subtle and complex process – creating just another poster or television programme rarely works. Instead, SCL takes the target groups by the hand and leads them to a final state where they will behave and vote in the required way.

Sometimes this is done by traditional methods – rumour campaigns, rallies, word of mouth etc. Other times, state-of-the-art media are used, from internet sites to television programmes. Occasionally the solution is not communication but intervention – for example, the 'discovery' of an opponent's corruption. SCL will develop and implement whatever combination is needed to achieve the result.

	Unit Price	No. of Units	No. of Days	Total USD
DATA COLLECTION COSTS				
Quantitative Research	\$ 8.00	4,000		\$ 32,000.00
Focus Groups	\$ 500.00	35		\$ 17,500.00
In-depth Expert Interviews	\$ 50.00	75		\$ 3,750.00
Video Research	\$ 50.00	150		\$ 7,500.00

SCL MANAGEMENT TEAM

Flights				
LON to NBO rtn Economy*	\$ 2,000.00	6		\$ 12,000.00
Ancillary Travel Costs**	\$ 250.00	6		\$ 1,500.00
Accommodation				
Hotel	\$ 150.00	3	45	\$ 20,250.00
Food & Subsistence*†	\$ 100.00	3	45	\$ 13,500.00
Costs				
SCL Salary Cost - Senior Manager*††	\$ 500.00	1	45	\$ 22,500.00
SCL Salary Costs - Research Coord.*††	\$ 250.00	2	45	\$ 22,500.00

BDi TEAM

Flights				
LON to NBO rtn Economy*	\$ 2,000.00	2		\$ 4,000.00
Ancillary Travel Costs**	\$ 250.00	2		\$ 500.00
Accommodation				
Hotel	\$ 150.0	2	30	\$ 9,000.00
Food & Subsistence*†	\$ 100.0	2	30	\$ 6,000.00
Costs				
BDi Salary Cost - Analyst*††	\$ 250.00	2	30	\$ 15,000.00

SCL PRESENTATION TEAM

Flights				
LON to NBO rtn Business*	\$ 4,000.00	2		\$ 8,000.00
Ancillary Travel Costs**	\$ 250.00	2		\$ 500.00
Accommodation				
Hotel	\$ 150.0	2	3	\$ 900.00
Food & Subsistence*†	\$ 100.0	2	3	\$ 600.00
Costs				
SCL Salary Cost - Senior Strategist*††	\$ 1,000.00	2	3	\$ 6,000.00

EXTRAS

Data Processing & DBR	\$ 250.00	2	10	\$ 5,000.00
Security*				\$ 5,000.00
Local Disbursements				\$ 3,000.00

SUB TOTAL **\$ 216,500.00**

COSTS & FEES

Contingency Costs @ 5%	\$ 10,825.00
Project Management Fee @ 15%	\$ 32,475.00

TOTAL **\$ 259,800.00**

* Prices correct at the time of drafting

** Gatwick Express, extra baggage, taxi, visa etc

*† Includes laundry, local calls, fuel, catering on the move etc

*†† Average daily salary for SCL teams - this is COST only

ConOp #02: Candidacy Launch

Always a crucial but often overlooked campaign component, the shape and form of the Candidate's launch will be dictated by the audience, the Kenyan electorate. Informed by TAA findings, SCL will propose a detailed candidate launch plan complete with timelines and budgets immediately following TAA results presentation. However, for illustrative purposes and based on campaign experience, at this early stage we propose a candidate launch that includes three major components:

1. Television documentary mini-series: 4 episodes tracking the role religion has played in bringing peace, reconciliation and democracy to modern-day Kenya
2. Grassroots mobilization campaign for youth and religious groups: creating popular demand for candidacy
3. Candidate launch rally: a momentous occasion to mark the beginning of a journey to change Kenya under the leadership of Rev. Musyimi.

The benefits of a high profile and coordinated launch are as follows:

- Increasing nationwide name identification for the Candidate
- Defining the Candidacy in advantageous terms
- Positively associating Rev. Musyimi with the struggle against poverty, sin and violence provides the opportunity to create the right narrative to create support for his candidacy across Kenya.
- Grassroots mobilization will help build momentum essential for the groundswell of popular support needed to win.
- A memorable event, the candidate launch rally, will blend symbolism, tradition and the projection of a different future to create the narrative for Re. Musyimi's candidacy.

A detailed budget for the candidate launch will be provided together with TAA findings as these findings will dictate the final shape and message of the candidate launch. A rough estimate is provided below for information purposes, with the understanding that this figure can change both ways quite significantly depending on research findings.

Indicative Budget for ConOp #02: Candidacy Launch

While we are still at the early planning stages we have researched some elementary costs that may be associated with preparing for and delivering this type of launch programme. There are a number of variables, for example selection of the most appropriate media and the related production and distribution costs; the location and scale of a Launch Rally, etcetera.

These costs are presented therefore for financial planning purposes only.

	Total USD
TV DOCUMENTARY SERIES: 4 episodes of 40 minutes each	
Research	
Writing	
Production	
Editing	
Estimated Total	\$ 250,000.00
GRASSROOTS CAMPAIGN	
Grassroots outreach	
Campaign management	
Limited advertising (production and placement)	
Estimated Total	\$ 100,000.00
CANDIDATE LAUNCH RALLY	
Rally for 100,000 people (entertainment and political speeches)	
Tease campaign	
Promotional materials	
After-event support	
Estimated Total	\$ 300,000.00
ESTIMATED TOTAL	\$ 650,000.00

ConOp #03: Fundraising Programme

WHY FUNDRAISING?

Sadly democracy and democracy contests do not function without adequate funding. A good idea or a great candidate may be confined to obscurity because of insufficient funds. A lack of funds is too often associated with likely failure, forcing likely donors to withdraw support or direct it to others perceived as more likely to succeed. SCL Elections believe that serious attention must be given this matter early on in the campaign process. While funds may be more easily accessed in the closing weeks of the campaign, it is in the early, preparatory stages, that adequate funding makes the difference between victory and defeat.

HOW MUCH MONEY?

Often a difficult question to answer, the total campaign spend depends on a number of variables: available non-monetary resources, popularity of candidate relative to the opposition and opposition total campaign spend. Following the initial research, SCL Elections will be better placed to recommend a total amount required to ensure success at the polls. Thanks mainly to our methodological approach and over two decades of electioneering experience, our campaign will be more efficient, requiring less expenditure than the opposition but, nevertheless, campaign resources must be competitive.

HOW WILL SCL HELP?

SCL Elections can, at the direction of the Candidate, meet prospective donors with or without a campaign representative present, to detail the path to victory and where that particular donor can invest his resources to make the largest contribution to the campaign's success. Other fundraising capabilities that can be provided by SCL Elections include:

- Large Scale Fundraising Events
- Political House Parties
- Online Fundraising
- Mail Fundraising
- Door-to-Door Campaigns
- Telephone Fundraising
- Cellular/SMS Fundraising

WHAT WILL SCL COST?

Understanding how crucial adequate finances are to running a successful campaign, SCL Elections will normally charge a nominal fundraising fee equal to 3-5% of funds raised. *(In addition to all direct costs incurred e.g. flights, accommodation, and subsistence).*

ConOp #04: Online Strategy

Online campaigning is an efficient persuasion, mobilization and fundraising tool essential to any modern political campaign. With well over 3 million internet users in Kenya, establishing early dominance of this medium will prove a strategic advantage for the campaign. The online campaign will consist of two distinct phases: the pre-announcement phase and post announcement, or campaign, phase. The campaign will include the following components:

1. Central candidate website
2. Social media campaigns (Twitter, Facebook, Hi5, YouTube, Flickr)
3. Donations gateway (PayPal)
4. Online advertising
5. E-mail marketing

PRE-ANNOUNCEMENT PHASE

An online campaign designed to create the image of groundswell of support for the candidacy. The website and supporting social media presence will resemble a fan group supporting the Reverend and highlighting his successes, finally turning into a vehicle urging him to join the presidential contest.

Campaign components:

- Candidate website highlighting accomplishments, history, recent speeches and work in Parliament.
- Social media presence (Twitter, Facebook, Hi5, YouTube, Flickr).
- Web campaign to drive users to website and social media sites (banner and keyword advertising on high traffic Kenyan websites for 2 months).
- E-mail and Mobile marketing to appraise supporters of recent developments and encourage their participation in online and off-line events.

CAMPAIGN PHASE

A re-branded online campaign designed to highlight the Candidate's qualifications, qualities and experience as well as his agenda for the future of Kenya, and to identify, engage and energise supporters at home and abroad. In addition, online tools will be employed to raise funds for the campaign.

Campaign components:

- 'Musyimi for President' website outlining presidential agenda, information on candidate including biographical video, social media integration, campaign updates and contact information and fundraising capabilities (PayPal donations).
- Social media campaign (Twitter, Facebook, Hi5, YouTube, Flickr).
- Web advertising campaign to drive users to central website and social media sites and solicit support, (advertising on major Kenyan websites at high exposure for 2 months)
- Regular e-mail updates and announcements to engage supporters and solicit support.

NOTE 1: This proposal covers only the period immediately before and after the candidate launch. The online campaign must continue following the launch and its scope and message will be directed by initial and any subsequent research.

NOTE 2: Campaign will be responsible for website content management beyond Phase 1 and 2 website set up and re-branding.

Indicative Budget for ConOp #04: Online Campaign

Kenya Online Campaign
Indicative Budget for ConOp #04

	Unit Price	No. of Units	Total USD
PHASE 1 COSTS			
<i>Website Design and Development</i>			
Graphic Design			
Development (build/database set-up/hosting/domain name purchase)			
Social media channel set-up (Facebook/Hi5/YouTube/twitter/Flickr)			
Sub total*			\$ 20,000.00
PHASE 2 COSTS			
<i>Website Design and Development - Re-branding</i>			
Graphic Design			
Development (build/database set-up/hosting/domain name purchase)			
Social media channel set-up (Facebook/Hi5/YouTube/twitter/Flickr)			
Sub total*			\$ 10,000.00
MARKETING COSTS			
<i>Display Advertising</i>			
Static Banner Design Phase 1*		1	\$ 5,000.00
Static Banner Design Phase 2*		1	\$ 5,000.00
Media publishing costs (4 months)*	\$ 7,500.00	4	\$ 30,000.00
<i>E-mail Marketing</i>			
E-mail design and development*		1	\$ 2,500.00
E-mail send (4 months)*	\$ 1,000.00	4	\$ 4,000.00
<i>Costs and Fees</i>			
Project Management Fee @ 15%			\$ 6,975.00
Sub total			\$ 53,475.00
TOTAL			\$ 83,475.00

* Prices correct at the time of drafting

SUMMARY AND NEXT STEPS

SCL is proposing a detailed Target Audience Analysis, and a range of services to support the proposed candidacy of the Rev Musyimi and to help devise and deliver the Candidate's successful launch strategy and execution. This proposal therefore provides a full description and costs for delivering the TAA, and discusses in broader terms the options available. However, until a detailed analysis of the needs of each of the provinces is complete it is not possible to prescribe and hence provide costs for 'X number of Television Commercials; Y number of rallies and roadshows'.

Elections are SCL's core business and we can readily advise on and implement all of the activities described in our presentation and on our website, and on the services briefly described in the appendices of this document.

During the implementation of the TAA we will be able to conduct a needs analysis and agree the scope of services you require from us and from that basis be able to provide you with a more detailed proposal on the activities and deliverables.

We are grateful and honoured to have the opportunity to work on this prestigious assignment, and hope that we can agree to proceed with the TAA within a quick timeframe. We have advised indicative costs in this proposal and once they are agreed in principle we can provide a detailed and itemised list of activities, costs and deliverables.

We look forward to our next meeting at your earliest convenience to finalise the details of the brief and your needs, and look forward to the next steps.

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ATTACHMENTS AND ANNEXES

- A) Indicative Budget Forecast – Overview
- B) SCL Election and Campaign Management services information
- C) The Core Team

INDICATIVE BUDGET FORECAST

This indicative summary budget for our services has been developed for consideration and discussion, and will ultimately be governed by a formal contract accompanied by detailed expenditure planning. Note that it is not possible to advise precise costs until the target audience analysis ConOp has been completed and the quantities and nature of the campaign services have been identified and agreed.

Wherever possible we will work with the Client team to identify opportunities to reduce costs by sharing resources across projects, to avoid duplication and to maximise Kenyan participation.

Description	Details	Cost (USD)
ConOp #01:	Target Audience Analysis / Campaign Strategy Report as detailed; assume: <ul style="list-style-type: none"> +/- 25 focus groups nationwide +/- 50 in-depth interviews 3,000 nationwide opinion poll survey Vox pops, video interviews Plus full data analysis, reporting and presentation <i>(allocation only at this stage, full scope to be finalised)</i>	\$259,800
ConOp #02:	Candidate Launch Programme, may include: <ul style="list-style-type: none"> TV documentary series Grassroots Campaign Candidate Launch Rally Creative strategy and product development <i>(allocations only at this stage, full scope to be finalised)</i>	\$650,000
ConOp #03:	Fundraising Programme <ul style="list-style-type: none"> Travel, subsistence and associated costs <i>(allocation for consideration – does not include percentages of funds raised)</i>	\$25,000
ConOp #04:	Online Campaign <ul style="list-style-type: none"> Central candidate website Social media campaigns Donations gateway (PayPal) Online advertising E-mail marketing 	\$83,475
Total	(Excludes ConOp #02)	\$368,275

- This forecast is for illustrative purposes only and does not constitute a formal quotation.
- This illustrative budget does not include the physical costs of producing or staging items such as road shows, rallies or merchandise, nor the costs of producing and broadcasting / placing advertising products, etcetera.

ELECTION & CAMPAIGN MANAGEMENT SERVICES

SCL fully recognises the professionalism and experience of the Candidate and his team, and would seek to complement these efforts by making sure that senior SCL consultants become integral members of that team, to advise, contribute, actively participate and as required to do so, lead in all aspects of the campaign management.

The SCL leadership team will play an active role in managing and interpreting the TAA, and in providing the coordination and 'glue' with which to bring the overall campaign and its disparate elements into a cohesive whole. The SCL Project Director will be dedicated throughout the campaign as required and preferred by the Candidate and his campaign team.

In addition to the Project Director and the TAA research team, SCL has a number of core team members and consultants in its election management team, who can be available either full time or on a revolving basis. A typical campaign team often has the following roles:



Our own experience in election campaigns includes the following disciplines:

- Research & polling capture and analysis: white and grey research into the voting intentions and drivers.
- Opposition intervention: interpreting the dynamics of the opposition and using 'judo tactics' to gain advantage.
- Advertising production and media planning: including TV, radio, print and digital
- Public Relations: world class international capabilities

- Planning and management of public events and rallies
- FM radio chat shows and other political phone-in programmes
- Electronic News Gathering (ENG) and Dissemination: generally 2-4 minute video shorts designed as news features, editorial and advertorial pieces
- Media planning and channel selection
- Media monitoring and analysis: detailed tracking and analysis of all coverage
- Fund raising & budgeting (if required)
- Candidate presentation: media training; speeches; debates; manifesto
- Evaluation and Measures of Effect (MOE): tracking the effectiveness of all operations and interventions, to guide and if necessary correct them
- Issues & Crisis management

While none of these elements operates in isolation, and all form a part of the campaign strategy, we have described them to reveal more of our approach. The team that we will provide is scalable and it is a question of the intensity and volume of our involvement required that will drive how we would staff up and deliver the requested programme(s).

The solutions in detail include:

- The provision of a comprehensive election campaign management system for the Candidate and the PDP
- The establishing of an operations centre (OpCentre) from which the election campaign management services can be co-ordinated
- The provision of seamless and effective support to the other existing and planned election initiatives to be undertaken by the Candidate and the PDP
- The development and implementation of strategies to identify opposition campaigns and to limit the damage they cause

Programme Highlights

A) Electorate Research

The Electorate Research module is the most important capability in the OpCentre. Daily feedback from the key cities and the provinces allows the analysts to accurately report:

- The current perceptions of the Candidate
- The current perceptions of the PDP as a party
- The primary issues affecting the electorate voting decisions
- The group dynamics and behavioural motivators to elicit support (i.e. the best ways to get the voters on side)
- Constituency trends over the course of the campaign by constituency, state and region

Elections are fast-changing and fluid situations. The client must be in a position to respond in the best way. The data collated will facilitate the creation of a 'real-time' picture. Week on week progress will become visible. Just as important, it will also enable quick and accurate identification of problem areas. The combination of these capabilities will deliver time critical decision making - the opportunity for messages and themes to be tailored for maximum effect.

In addition, securing the right base data will also enable the delivery of more accurate forecasts, thereby limiting negative impact (through effective risk assessment) and optimising positive impact, through an appropriate change management strategy.

B) Media Research

The Media Research module is responsible for collating and analysing all of the available national and international media relating to the political and electoral process in Nigeria. This is an important function as it provides an insight into what is driving public opinion both at home and abroad.

The analysis is completed on a daily basis and collated into a comprehensive report showing media content trends and potential problem areas. These reports are seamlessly fed into the strategy unit so that the most appropriate action can then be developed and implemented by the output unit.

In this team, political and journalistic expertise will be combined with that of local Nigerian knowledge. The former is able to capture the data and present it in a comprehensible format. The latter will provide practical know-how as to the weighting and sub-text found in the Nigerian media.

It is understood that the client will not always have the time to read long and detailed reports. Consequently, the Media Research unit will also provide a short 'Presidential briefing' video highlighting the important media developments and trends, so that the Candidate and his team can be fully briefed on a daily basis.

C) Opposition Research

Opposition Research provides vital information about the enemy's perception, progress and strategy. During an election campaign, there is always the danger of focusing too closely on your own campaign without understanding that of the opposition.

The acquisition of accurate opposition intelligence not only enables a more effective contextualization of the strategy, but also empowers the team to look for flaws and mistakes that can be exploited. A strategy of simultaneous opposition containment and our own growth is highly recommended.

This research will enlighten the strategy team as to the types of programmes that will be effective in destabilising and weakening the opposition in the media, in the eyes of the public and within its own ranks.

The opposition research team will also provide what is referred to in the military as “Red Teaming”. This is the process whereby a permanent panel try to find flaws and mistakes in our own campaign, so that areas of exploitation are blocked at an early stage from the opposition. This proactive approach will greatly assist in risk assessment and subsequent damage limitation by avoiding the indiscrete and negative impacts of reactionary measures.

This team produces a weekly report on Opposition activity highlighting potential problem areas. The Red Teaming function is kept flexible and will be carried out at difference stages of the campaign where and when required.

D) Campaign Strategy

The Campaign Strategy Unit (CSU) is the focal point for the campaign direction and purpose. It is responsible for fully briefing the Client and the Client’s Team to enable them to make informed decisions easily and effectively. The CSU develops its long term campaign strategy from the initial research as well as modifying the strategy in real time based on the intelligence being fed from the Research Programme. In addition the CSU takes orders from the Client Team throughout the campaign. In many respects the entire campaign organisation is a dynamic structure primed to respond to the clients’ demands through the Campaign Strategy Unit.

There is a symbiotic arrangement between the Client Team and the Campaign Strategy Unit. As a default, the CSU will present the latest research, intelligence, strategic plans and programmes to the Client Team, in an accurate and effective format.

At this stage, the Client decides whether to approve, change or remove the programmes. It is vitally important that the relationship between these two critical teams is dynamic and strong, as programmes may have to be cancelled for reasons beyond the CSU’s ‘need to know’. Therefore an atmosphere of complete responsiveness must be presented to the Client team at all times.

The strategy of any campaign can win or lose an election. Equally important is the ability for the strategy to be flexible as circumstances change on a daily basis. There is a saying that “a week is a long time in politics”, but in Nigeria there are many whom will agree that a day is a long time in politics.

SCL’s CSU for the Candidate will provide the Client Team with an invaluable support structure to stay in control of the election at all stages.

E) Resource Strategy

The Resource Strategy Unit (RSU) manages all of the resources available to the Candidate and his team to maximise the effectiveness of the campaign. Using detailed reports from the research section, the RSU must recommend strategic allocation of its resources so that it delivers maximum effectiveness in each region.

For example, 10 roadshows in a one stronghold may do little more than reinforce existing voting behaviour. However, reducing the resources in the 'already won' territories and concentrating resources in the 'changeable' areas may be a better strategy. The Resource Strategy Unit will always maximise the effectiveness of programmes and ensure that the most susceptible target audiences are considered.

The candidacy will have physical resources available to it, both centrally and through its governors, supporters and sponsors. It also will have the resources of SCL available to it. The RSU works closely with the Research section and the Campaign Strategy Unit to provide the Client Team with the power to allocate and manage its resources wisely and effectively.

Additionally this unit is responsible for coordinating with the Candidate's team to maximise the use of their time. The Candidate cannot be everywhere at once although he will be constantly in demand from almost every part of the country. With careful scheduling based on 'most effective' principles rather than 'most desirable', many opportunities can be maximised. This will ensure that the candidate's appearances achieve the most in the limited time available. The RSU will also work with the CSU and the Research section to find ways of expanding the candidates exposure, e.g. through the use of prime time television and radio talk shows and debates as well as satellite / radio links to certain areas of the country, television speeches and events.

F) Programme Strategy

The Programme Strategy Unit (PSU) manages each of the output programmes as part of the overall campaign plan. Using the analyst reports from the research department, this team must shape each of the campaigns so that they are relevant in every territory in order to achieve the aims of the Campaign Strategy Unit. Different themes and messages will vary considerably from region to region.

Local area knowledge is key - hence the requirement for the programme strategy unit to work closely with the research teams. Their local knowledge component will work closely with the international scientific component to determine what will be effective in specific zones, provinces, constituencies and villages. However, equally crucial is the practical experience of our international production team combined with the experience of the local knowledge component for knowing which outputs are both realistic and effective.

The Programme Strategy Unit will also be responsible for commissioning specific media (such as a 'custom made independent' TV programme) to address specific issues directly. This places the unit at the front end of the wedge when it comes to both reactive and proactive communication outputs.

ELECTION & CAMPAIGN MANAGEMENT SERVICES

(Upon appointment a full human resource plan including all Kenyan partners and employees will be submitted for Client approval).

Alexander Nix – Chief Operating Officer

After finishing his education at Eton College and Manchester University, Alexander Nix started his career working as a financial analyst with Baring Securities in Mexico. In 1998 he moved to Buenos Aires, Argentina where he was co-founding partner of an electronic Customer Relationship Management Outsourcing business. He retained an active role as Director working on corporate finance and structure and between 1999 and 2001 worked to develop the business across Latin America. In 2001 he returned to the UK and joined Robert Fraser & Partners LLP, a corporate finance and tax advisory firm, and then Robert Fraser Corporate Finance shortly thereafter as a key member of their small transactions team. As an Assistant Director he worked as principal and, in an advisory capacity, on M&A and transaction work including IPOs, RTOs and capital raising for SMEs. Alexander left Robert Fraser in 2005 to become a Director of Strategic Communication Laboratories.

James Doherty – Project Director

James Doherty is a skilled and hands-on business management, marketing and communications professional, with 20 years' experience and a proven track record of formulating strategy and executing to plan in the geopolitical, TMT, corporate and financial sectors.

Prior to joining SCL Doherty had been a director of the Bell Pottinger Group since 2005, managing geopolitical projects in the Democratic Republic of Congo, Kenya and Gabon, with two years spent in Iraq, working for Bell Pottinger on behalf of the US Government. During 2008 and 2009 he worked closely with the DRC's Ministry of Mines, with particular focus on stakeholder management for the Mining Contract Review, working with the government, the mining companies, embassies, NGOs and civil society. In 2009 he was the campaign manager for the successful election of SE Ali Bongo Ondimba, President of the Gabonese Republic.

Prior to Bell Pottinger he lived in South Africa, where he developed and still maintains small business interests in property, tourism and publishing. He was previously Director, Public Relations at BT Group in London, and before this he was a Senior Vice President with Ogilvy Public Relations in Amsterdam and then Washington, DC. He spent the mid-90's in management consultancy with Accenture, and started his career in advertising with Saatchi & Saatchi in London after graduating from Bristol University in 1989.

Doherty speaks fluent French and has UK and US security clearances.

Nigel Oakes – Chief Executive Officer

Nigel Oakes was educated at Eton College and later studied Psychology. In 1982 he joined Monte Carlo TV as a producer and in 1985 became its Head of International Production. Two years later Nigel joined Saatchi and Saatchi as a Senior Producer. In 1989 he established the Behavioural Dynamics Working Group and, in 1990, the Behavioural Dynamics Institute (BDi) was formed as a centre of excellence and a research facility for strategic communication and social marketing.

Over the next nine years BDi commissioned \$17m in pioneering communication research programmes. In 1993 Nigel set up Strategic Communication Laboratories and, using the new communication methodology from BDi, ran election campaigns and national communication campaigns for a broad variety of international governments. Published clients include South Africa, USA, St Vincent & the Grenadines, Antigua, Indonesia, Thailand, Philippines, Grenada, Nepal, Pakistan and Switzerland.

Sven Hughes, BA, PDD – Creative Director

As a multi-award-winning copywriter and Associate Creative Director, Sven has worked on an array of prestigious blue chip Through-The-Line accounts at various leading global agencies. As a scriptwriter and director, Sven's work has been nominated for fourteen international awards. His feature film script, 'Ghost Machine' completed shooting in 2008 for a 2009 cinema release. His second feature script is currently in development. As a Psychological Operations practitioner and consultant, Sven has worked in uniform and as a civilian contractor. Sven is also a sought-after public speaker. Recent audiences have included the Military Commentators' Circle and various military associations.

Alejandro Romero, MA (Oxon) - Senior Campaign Analyst

Alejandro has had several years experience at SCL working as a research leader on Strategic Communication and Target Audience Analysis projects that have spanned across the Middle East, North Africa and South East Asia. Prior to his joining SCL, Alejandro worked for a number of UK defence consultancy and PR firms where he was primarily responsible for project leadership and development of marketing and corporate positioning strategies. His experience on the ground has been compounded by his interest and strength in languages. As a graduate from the University of Oxford in Arabic and Spanish, he is a keen orientalist and fluent speaker of Arabic, Spanish, Italian and French.

Richard White, MA (Hons), FRGS - Senior Strategic Research Analyst

Richard White was educated at Eton College, the School of Oriental and African Studies, where he received a Bachelor's Degree in the Geography of South East Asia and Africa and Kings College London, where he received a Master's Degree in War Studies, specialising in contemporary warfare and terrorism. After graduating Richard worked in London and Brussels for the European Council on Refugees and Exiles before joining the United Nations Development Programme (UNDP) as a consultant in the Lao PDR, where he worked as a research analyst and later as the Assistant to the UN Resident Coordinator. Richard joined SCL as a research analyst in 2006.

Richard is a trustee of the Southern Development Trust, a registered UK Charity. In 1998, Richard co-edited a book on Refugee Protection in Europe and has published articles on South East Asia in the Dictionary of Historic Places. As a consultant for the UNDP he has written and contributed to numerous reports on aspects of development assistance and coordination in the Lao PDR and South-East Asia.

Vaughan Dutton - Specialist Consultant - Behavioural Dynamics Institute

Vaughan is a research psychologist with 8 years of research experience gained in several African contexts, most notably South Africa, Kenya and Somalia. His most challenging job, perhaps, was working with the fledgling Somali government, aiding them in setting up a monitoring system for the country. During this time he gained valuable experience about how to enact policy-level interventions and how to deal with any obstacles. In East Africa, he worked alongside multinational organizations, such as the UNDP. In South Africa he concentrated his efforts on epidemiological research into HIV/AIDS. After having completed his national service in apartheid South Africa, he attended university and has spent periods of time lecturing psychology, sociology, economics, statistics, philosophy and development studies at several universities, including Oxford. Vaughan also enjoys climbing, SCUBA, surfing, mountain running and hiking and is a qualified mountain guide and master diver. At the moment he is based in Oxford, where he is the assistant dean of St Anne's College and is completing his DPhil in Epidemiology.

Dr Lee Rowland MSc(Dist), PhD (UCL) – Lecturer and Research Consultant

Lee has a Ph.D. in Experimental Psychology from University College London, where he also completed an M.Sc. in Research Methods and Statistics for Psychology. His post-doctoral work was conducted at the Centre for the Study of Emotion and Motivation at Southampton University and focussed on the role of unconscious cognition in the processing of emotions in a clinical population. Currently he is a lecturer in psychology at the University of Oxford and is the co-director of the M.Sc. in Psychological Research in the Department of Experimental Psychology. He has also taught at the University College London, Birkbeck College, and The Open University. Lee has delivered several talks at international conferences on cognitive psychology and philosophy, and has published in and reviewed for numerous international journals of psychology.

Joshua Mora BSc(Hons), MSc (LSE) – Specialist Research Consultant

Joshua is trained in economics and behavioural sciences, and is currently working to extend computational modelling to the domain of influence and persuasion. In the US, he received his first degree in economics and mathematics from the State University of New York at Binghamton. At the London School of Economics (LSE), he went on to complete an MSc in Decision Sciences, including work in game theory, multi-criteria decision analysis, Bayesian belief networks, behavioural economics and system dynamics. Professionally, he has engineered relational databases and been engaged on design and training projects for an accountancy, international non-profit, media consortium, and a professional guild. More recently, he has worked at an international investment bank, a national defence laboratory and at LSE on applied behaviour models. This background and experience serve to inform Joshua's current work in developing statistically rigorous computer simulations of behaviour in open systems.

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