

REPUBLIC OF KENYA

Anti-Terror

National Awareness Campaign

East Africa Digital Ltd

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Abstract

1 Background

The recent spate of terrorist activity has necessitated the formulation of a comprehensive mitigation and management plan to counter the activities of terrorist/violent extremist groups. The information campaign contemplated in this concept paper seeks to execute a sequence of detailed countermeasures to wrest control of the hearts and minds of the Kenyan population away from the cloud of fear, uncertainty and doubt. The public awareness campaign strategy developed herein provides a multi-faceted approach to the many issues involved in the successful execution of this operation. Essential elements of terrorist activities include the promulgation of:

1. **Fear:** A pervasive sense of impending catastrophe that changes the behavior of Kenyans and creates a pervasive atmosphere of dread.
2. **Uncertainty:** There is an air of uncertainty about what should be done and who should do it.

3. **Doubt:** The continuing unabated acts of terror lead to a growing doubt in the minds of citizens about the government and security agencies ability to cope or contain the terrorists.

4. **Vulnerability:** Citizens feel a growing vulnerability and sense of victimization

2 Objectives

We propose a responsive campaign that will seize, retain and exploit the informational initiative, and specifically defeat in detail each element of the terror campaign. Specific objectives will include, amongst others:

1. Assure the public that the responsible agencies are effective, competent, equipped, trained and capable of responding to the threat in a comprehensive and conclusive manner (Address Doubt)
2. Create awareness of citizens' capacity to participate in countering the threat by collating "actionable information" and communicating it to responsible government agencies. (Counter the sense of vulnerability and victimization)

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3. Remove uncertainty about the nature, character, effects and methods of terror and thus provide information on what constitutes suspicious activity and establish the avenues to report such suspicions (Counter uncertainty)
 4. Provide advice on first aid, potential responses during emergencies and the safest way to exit a theater of terrorist operations to minimize effects of terrorism
 5. Dominate the informational, social and psychological battle-space in order to destroy, diminish and disrupt the operational capacity of terrorist/violent extremist groups
 6. Information Superiority: enhance our capability to collect, process, exploiting and disseminate an uninterrupted flow of information while denying our terrorist adversary the ability to do the same.

3 Actions Proposed

The campaign will:

1. Provide a means to interact with the public, collect information rapidly, accurately and in a meaningful and timely manner (Information collection)
2. Counter the terrorist/violent extremist narrative by concisely and carefully rebutting/refuting the tenets of their claims (Counter dogma with reason, replace their narrative with a clearly repugnant rant)
3. Reduce the social acceptability of the terrorist/violent extremist cause by ridicule and humour (Take the higher ground)
4. Counter their recruitment efforts by offering alternatives (Route of alternate expression) and encouraging desertion from the cause

5. Deny the terrorists access to the media and the means of disseminating their message and propaganda (Deny access)

4 Deliverables

1. **Social Media** Leveraging the reach of social media to reach the most psychologically and ideologically vulnerable population by carefully crafting psychometrically effective messaging across all platforms.
2. **Call Center:** A 30 man call center operating 24 X 7 to collect, analyse and correlate specific intelligence from public domain sources. It will entail building, equipping and training staff to adequately respond on the toll free hotline. The number will be a short code e.g. 141 or 222 for easy recall

Whistle-blower Portal: A means for the public to anonymously submit tips, information and opinion on actions, activities, persons and events online

3. Campaign Messaging:

Media Co-ordination Center: A central locus for the formulation, analysis and dissemination of information via public media. This public relations activity center will focus on carefully crafting messages, testing them out on focus groups, analyzing information collection efficacy and refining ongoing campaigns.

Information Packs: Create media briefing packs for political leaders, military service chiefs, Public Relations Officers and others in order to consolidate the message and ensure that all people talk from the same script

4. National Communication

Plan: Develop a one year national anti-terror communication plan this will include

Radio: includes developing jingles in all the major languages educating the public on the Anti-Terrorist Toll free number, appearances on popular talk shows and magazine programs

Television Commercials: entails developing story boards that highlight the community's role in combating terrorism; it will also include infomercials with the anti-terrorism hotline number, media appearances on popular news shows

Print Media: This includes Press Releases, News features, Editorials and Photo news

Blogging: Develop stories, news and short interesting discussions that negate the terrorist narrative

Strategic Stakeholder management: This will include facilitation of relevant meetings with community leaders and faith leaders to introduce and explain the reasons and benefits for the communication campaign

5. Design and development of campaign collateral: Leaflet, Posters, Brochures, outdoor branding (Billboards, Electronic Bulletin Boards)

6. Community Outreach: Provide the security teams with framework for community visits and creating neighborhood associations

5 Implementation Approach

5.1 Implementation Considerations

In order to be effective, it is necessary to ensure that we optimize for:

Quick Wins: Immediately acquire low-hanging fruit and quick, high-impact outcomes.

Start early: Long lead time outcomes need to be started early, so that the benefits will be felt in time.

Conceptually, we can conceive of information flows and processing as consisting of three parameters:

Inbound Information Flows: Information from the general public (reports to the call center, whistle-blower portal, SMS tips etc), print and electronic media monitoring, social media monitoring, public domain interaction monitoring and reports from human assets in the field

Analytic Capabilities: Analytic Capabilities: It is anticipated that there will be a lot of noise (false and/or specious reports, outright misinformation, and over zealous reporting) that needs to be filtered for immediacy, import and accuracy. The outcome of the analysis is actionable intelligence, situational awareness, accurate threat dimensioning and awareness of trends, developments and potentialities.

Outbound Communications: Information to the general public, after received information has been filtered, analyzed and deemed credible (broadcast messages, Bulk SMS, press, online communication, radio and TV jingles). We contemplate here the equivalent of a national emergency communication system capable of reaching every citizen.

5.2 Implementation

We conceive of the implementation of this capability as consisting of three phases:

Activate: Mobilize resources to achieve the desired outcome.

Build Capacity: Organize and orchestrate resources and capabilities to ready them for engagement

Consolidate: Consolidate gains made from previous activities and build upon them in a consistent and thoughtful way

For each of the 3 focus areas (inbound, analyze, outbound) we perform the three phase development (activate, build, consolidate)

5.2.1 Phase A1: Activate/Inbound

1. Develop Central Theme for Campaign
2. Design dummy website for the launch of the Campaign
3. Develop messaging templates for campaign message
4. Procure, install, configure and test call center infrastructure
5. Develop call center business processes (scripts, escalation procedure, recording and reporting processes)
6. Staff and train call centre agents on how to respond
7. Acquire short code from CAK

5.2.2 A2: Activate/Analysis

1. Test Campaign Message on Focus Group
2. Test dummy website on the focus group
3. Test feedback mechanism (call center & call center response) on the focus group

5.2.3 A3: Activate/Outbound

1. Collate response from the control group and analyse
2. Identify patterns in the reports and develop
3. Develop, if necessary, more suitable or adaptable response templates from the trends and patterns of report
4. Develop, if necessary, more effective and suitable methods of eliciting useful responses from callers.
5. Develop the markers and indices used for detecting credible sources and reports

5.2.4 Metrics for Activation Success and Sign Off

1. Development of central messaging and themes
2. Design, build and deploy a 10 seat call centre
3. Designation and training of 30 call center agents (Security service staff)
4. Test campaign theme and message on Focus group
5. Analyse result of focus group response
6. Develop Indices for filtering and prioritization of inbound communications

PHASE B: Build Capacity

5.2.5 B1: Build/Inbound

1. Launch Central Theme for the Campaign
2. Disseminate and advertise Campaign Free-Toll Number on Newspapers

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3. Disseminate and advertise Campaign theme and Free-Toll Number on Radio
 4. Disseminate and advertise Campaign theme and Free-Toll Number on Television
 5. Social Networks Activation, Facebook Page, Twitter Page
 6. Online Activation, Design and Deploy Website as well as Ads on Google, Yahoo, popular discussion forums and online newspaper site.
 7. Begin grass root consultations with the all stakeholders, community groups, traditional rulers, local government authorities and civil society groups.
 8. Inform all concerned and participating security agencies, government ministries, department and agencies (MDAs) on the importance and the purpose of the messaging.

5.2.6 B2: Build/Analysis

1. Commission and operate call center on the Anti-Terrorism Hotline.
2. Begin to receive information from the whistle-blower websites
3. Reports from the human intelligence network
4. Anonymous tip-offs via social media, SMS and call centers,

5.2.7 B3: Build/Outbound

1. Prioritization, escalation and information filtering mechanism tested and documented
2. Create trend report on patterns of information received

3. Emergency broadcast mechanism designed, tested and deployed
4. Business process optimization on response, escalation and closure mechanism

5.2.8 Metrics For Building Capacity Success and Sign Off

1. Complete Operation of the Call centre
2. Increased awareness of the anti-terrorism hot-line number demonstrated in increased number of inbound calls.
3. Placement of advertisements and announcements in print media
4. Placement of advertisements and announcements online and on social media
5. Placement of radio jingles on the radio
6. Placement of TVC's on television stations
7. Stakeholder engagements with designated stakeholders
8. Engagement with security agencies and government MDA's
9. Media and information packs designed, printed and distributed
10. Leaflets, pamphlets, brochures, handouts designed, printed and delivered
11. OpEd pieces written and distributed under pseudonym

C. Consolidation

5.2.9 C1: Consolidation/Inbound

1. Increase the responder capacity from a 30-man team to 75 man team
2. Develop new themes and messaging templates for all threats to national security

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3. Invite MDAs to officially partner to develop themes and messaging that addresses National Security

5.2.10 C2:Consolidation/Analysis

1. Continued engagement with stakeholder groups and community groups through increased town hall meetings
2. Continue to work to generate and distribute news releases. Featured Editorials on the Strides of Security Services
3. Continue Approved Public Service Announcement & Jingles on 30 radio stations.
4. Air the featured Documentary on Security in Kenya with experts and views from notable personalities. Continue TVC's national and state networks. Include CNN & Al-Jazeera to air spots twice a week.
5. Change the anti-terror Cinema ad.
6. Ensure up to date information on national security are on website. Continue online banner ads and viral animation videos on website channels.
7. Rent Billboard space in strategic locations on key highways. Place ads on Electronic Display Boards and key public spaces (Airport, Bus-stops) Include Public Transportation branding

5.2.11 C3:Consolidate/Outbound

1. Evaluate reports via media and review management operations of call center
2. Training and handover to appropriate security services

5.2.12 Metrics for Consolidation Success and Sign-Off

1. Handoff of all call centre activities to the security services
2. Detailed evaluation and report, with recommendations of the project delivered to the security services
3. Continued and sustained media campaign on Print, Online, Outdoor, TV and Radio
4. Continued and sustained information dissemination on social media websites

6 Critical Success Factors

Critical Success factors include

1. Ownership and championing at the highest level of the service
2. Flexibility and consistency of execution
3. Buy-in and change management

7 About East Africa Digital Ltd

East Africa Digital Ltd is a technology strategy and delivery design practice. We partner with you to develop your technology strategy and assist in designing programmes and projects to implement the strategy.

7.1 Contact Information

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