



MINISTRY OF INFORMATION, COMMUNICATIONS AND THE DIGITAL ECONOMY

Draft Government Communication Strategy (2024/25-2026/27)

One Government, One Voice

May 2025

Vision

An Informed and Inclusive Society

Mission

**To Empower the Society Through Efficient, Effective and Harmonized
Public Communication**

Core Principles

- **We Care**
- **We Listen**
- **We Act**

Foreword

The Government is expected to communicate with, and engage the public on its policies, programs and projects in order to enhance awareness and transform the citizens' attitudes and behaviour. Furthermore, regular public communication enhances the Government's public image and demonstrates transparency and accountability. The Government Communication Strategy 2024-2027 therefore provides strategic direction on how the Government Communication will be undertaken within the government ecosystem, by articulating the purpose, the vision, the mission and the core principles. These critical strategic statements are the fulcrum upon which the Government Communication Strategy 2024-2027 shall be implemented.

The overarching goal of this strategy is to support implementation of the Constitution of Kenya through efficient, effective and coordinated public engagement on the progress and milestones of the Government policies, programs and projects, while demonstrating One Government, One Voice. Success in its implementation will be delivered within five Key Result Areas, namely: Communication governance framework; Coherent government communication; Competitive government communication; Effective crisis communication; and Responsive institutional capacity for public communication.

The GCS is necessitated by lack of a common approach in executing Government communication, resulting into incoherent, inconsistent and discordant delivery of government messaging. The consequences of such inconsistencies include limited public support towards government policies, programs and activities, poor narrative of government development milestones and mixed public attitude towards the government.

This strategy envisages a harmonized communication approach that mobilizes the citizens' buy-in of the Government's interventions, resulting in socio-economic transformation for the country. A coordinated Government communication system will ensure that Government policies, programs and interventions are well-articulated to the public, thus eliciting informed public engagement and galvanizing support.

Through the Ministry of Information, Communication and The Digital Economy, I commit our full support to all the MDAs in actualizing the spirit of this Strategy. I therefore call for your support so that together we deliver the Government's promise and BETA plan to the nation, while truly demonstrating that **we care, we listen** and **we act**. These shall be our guiding ethos in delivering effective government messages to the public.

Hon William Kabogo, EGH

Cabinet Secretary – Ministry of Information, Communications and The Digital Economy

Acknowledgement

The Government Communication Strategy 2024-2027 is a multipronged, multichannel strategy with a Mobile-first approach in response to the current expectations for realtime communication. The strategy aims to deliver a well-coordinated, timely, consistent and coherent Government Communication to the public audience by leveraging all digital tools and channels of communication, for the convenience of its audience.

The Strategy identified nine strategic objectives that will be pursued during its implementation, namely: To create a central depository and repository for Government Communication; To develop a framework to deal with silos and ease sharing of and access to information within Government; To develop and operationalize regulatory framework for professionalism and strategic positioning of communication function and personnel; To enhance synergy and coherence in Government communication; To create an agile and responsive citizen-centric culture in public communication; To positively profile the Government brand; To leverage the opportunities that prolific media and Government communication assets present for competitive communication; To develop a comprehensive crisis, emergency and risk communication framework; and To build and strengthen the internal capacity for delivery of communication on Government programs.

This Strategy was developed in a consultative and participatory manner involving key stakeholders and communication experts, who provided in-depth insights, contributions and discussions. Its preparation involved understanding the background in Government communications, followed by a comprehensive contextual analysis of the past, present and likely future trends, issues and development within the Government's operational environment. The analyses provided critical issues and key success factors that informed the strategic direction of the Government Communication. Arising therefrom, strategic goals, Key Result Areas, strategic objectives and strategies were developed, followed by detailed action plan.

On behalf of the Ministry, I wish to appreciate the leadership and guidance provided by our Cabinet Secretary Hon William Kabogo, EGH, in shaping the final outcome of this Strategy. At the same time, I acknowledge my counterpart in the Ministry, Eng. John Tanui, MBS, Principal Secretary for ICT and the Digital Economy for his invaluable contributions and insights in the process while collectively chaperoning development of this Strategy. I equally acknowledge the contribution and support provided by the staff of the Ministry and guidance received from the Chief of Staff and Head of Public Service, Mr. Felix Koskei, EGH. Finally, I acknowledge all stakeholders and experts who participated in its preparation, for their invaluable insights that enriched this Strategy.

Stephen Isaboke, EBS

**Principal Secretary – State Department for Broadcasting & Telecommunication
Ministry of Information, Communications and The Digital Economy**

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Definition of Terms and Concepts

- Misinformation:** This occurs when false information is shared, but no harm is meant. It consists typically of rumour or misleading content shared unknowingly by individuals.
- Disinformation:** This occurs when false information is knowingly shared to cause harm. Disinformation can often be traced back to actors with malicious motives and can be part of concerted large-scale campaigns.
- Mal-information:** This occurs when genuine information is shared to cause harm, often by moving what was designed to stay private into the public sphere (Wardle and Derakshan, 2017).
- Mobile-1st Strategy:** Making deliberate effort to ensure that all information can be accessed through a mobile phone either in text format, audio-visual or audio format. The Strategy can also be referred to as **Mobile-Device Ready**.
- Artificial Intelligence** Refers to computer systems that can simulate the processes of natural intelligence exhibited by humans where machines use technologies that enable them to learn and adapt, sense and interact, predict and recommend reason and plan, optimise procedures and parameters, operate autonomously, be creative and extract knowledge from large amounts of data to make decisions and recommendations for the purpose of achieving a set of objectives identified by humans (AU Continental AI Strategy).
- Operational communication** This refers to public communication on daily operational matters of the MDAs.
- Government statement** This is a public communication issued to explain Government Position and engage the public on various Government policies, programs and projects on regular basis.
- CER communication** Public communication aimed at addressing crisis, emergency and risks situations.

Acronyms and Abbreviations

AI	Artificial Intelligence
AU	African Union
AUC	Africa Union Chairman
BETA	Bottom-up Economic Transformation Agenda
CER	Crisis, Emergency and Risk
EAC	East Africa Community
IPRAC	Institute of Public Relations and Communication
KBC	Kenya Broadcasting Corporation
KIMC	Kenya Institute of Mass Communication
KNA	Kenya News Agency
KYEB	Kenya Yearbook
MDAs	Ministries, Departments, Agencies
MDM	Misinformation, Disinformation and Mal-Information
MERL	Monitoring, Evaluation, Reporting and Learning
MICDE	Ministry of Information, Communications and the Digital Economy
MyGov	My Government
NCC	National Communication Centre
GCS	Government Communication Strategy
NCSC	National Communication Steering Committee
NDICCC	National Development Implementation and Communication Cabinet Committee
ODPC	Office of Data Protection Commissioner
OGS	Office of Government Spokesperson
PCOs	Public Communication Officers
PCS	Presidential Communication Service
PESTEL	Political, Economic, Social, Technological, Environmental, and Legal
PRSK	Public Relations Society of Kenya
SWOT	Strengths, Weaknesses, Opportunities, Threats
UN-SDG	United Nations Sustainable Development Goals

Executive Summary

The Constitution of Kenya, 2010, entitles citizens to public information and effectively participate in matters that concern them. Consequently, the Government has an obligation to fulfill these constitutional requirements. By enabling citizen engagement and providing timely, accurate information, the Government can build public trust and secure support for its policies, programs, and projects. This support, in turn, contributes to positive socio-economic transformation and fosters a conducive environment for effective governance.

To achieve this, there is a need for agile, responsive, technology-driven, coherent, cohesive, and coordinated government communication. This requires the establishment of a sound framework, robust systems, and clear, targeted messaging using tools and formats that resonate with the public. In this context, a Mobile-First Strategy becomes essential—prioritizing mobile devices as the primary communication channel to ensure fast, accessible, and widespread circulation of government information.

The Government Communication Strategy, under the motto One Government, One Voice, underscores the importance of coordination and consistency across all government communications. This unified approach is key to enhancing the government's image and credibility in the public eye.

To operationalise this vision, the strategy identifies four key strategic issues requiring targeted interventions: the coordination of government communication, the dynamism and complexity of the public communication ecosystem, the need for effective crisis communication, and the development of institutional communication capacity.

By addressing these strategic issues, the Government Communication Strategy seeks to establish a structured and coherent communication system. It also aims to develop a responsive, proactive, and agile public communication framework; create a comprehensive crisis, emergency, and risk communication plan; and build institutional capacity to ensure effective communication of government initiatives.

Furthermore, the strategy is designed to enhance synergy and coherence across all communication efforts while fostering a citizen-centric culture in public discourse as well as strengthen the government's brand image and leverage the potential of diverse media platforms and communication assets for her competitive advantage. At the same time, the strategy underscores the need to build resilience through a robust crisis communication framework and to reinforce internal communication capabilities for consistent delivery of government messaging.

To ensure effective implementation, the strategy outlines a coordinated framework that involves the entire government communication ecosystem. While the policy and regulatory mandate lies with the Ministry of Information, Communication, and Digital Economy, the success of the strategy depends on active coordination among all government Ministries,

Departments, and Agencies (MDAs), guided by the principle of One Government, One Voice.

To facilitate this coordination will be the National Communication Centre. This institution will serve as a one-stop repository and depository for all government communication. It will work closely with MDAs and other communication organs to monitor public sentiment, gather feedback on government initiatives, and ensure the consistent, targeted, and harmonized dissemination of information. By utilizing mobile platforms and digital channels, the Centre will ensure that government communication reaches the public promptly and effectively.

For easy consumption, the strategy document is organized in eight chapters as follows:

Chapter One provides background information on Government Communication Strategy, rationale and context of its preparation and the approach and method deployed in its development. Chapter Two details key organizational statements that National Government Communication aspires to attain through implementation of the strategy.

This includes the purpose, vision, mission, core principles and goals. Chapter Three delves into situational analysis by reviewing past performance in Government communication in terms of key milestones, challenges, communication gaps, lessons learnt and trends and emerging developments in Government communication.

Chapter Four provides strategic issues, strategic goals and Key Result Areas. Chapter Five outlines the strategic objectives, strategic choices, key messages, target audience and channels. Chapter Six specifies action plan, coordination framework and structure, while Chapter Seven provides financial estimates and mobilization strategies. Chapter Eight discusses the monitoring of the plan, performance measures and evaluation.

CHAPTER ONE: INTRODUCTION

This is the Government Communication Strategy which outlines how the Government communicates to the public. In this document Government communication and public communications are used interchangeably.

Chapter Overview

This chapter provides background information on the Government Communication Strategy, rationale and context of its preparation, and the approach and method deployed in its development.

1.1 Strategy as an Imperative for Successful Government Communication

Effective government communication is pivotal in fostering trust, promoting transparency, and ensuring that the public is well-informed about policies, programs, and services. Successful government communication is a result of consistent, focused and committed hard work by those who are responsible. Government communication fosters citizens engagements and public participation. The Government Communication Strategy (GCS) organizes all government ministries, departments, agencies, and counties to have a strong sense of deliberate effort, focus and a passion to disseminate information to the public with clarity of purpose using effective multi-channel approach with appropriate feedback mechanisms and ensuring adequate capacity building of mandated institutions to foster evidence-driven and factual communication as well as forge collaboration and partnerships with non-state actors to enhance credibility and broaden the reach of information.

There shall be commitment to achieving the GCS goals and objectives that are anchored on the key strategic issues. The attainment of the goals and objectives shall be guided by clear, proactive and well-thought-out strategies. Consequently, strategy is essential in providing direction and focus in undertaking national communication by:

- i Specifying how national communication will transition from its current state to the desired future state;
- ii Clarifying government's positioning in serving its primary customer who are the people of Kenya as well as the regional, international, and global customers;
- iii Identifying a rallying point of focus for institutions mandated with government communication; and
- iv Indicating how the government will secure sustainable advantage in national communication.

After attainment of independence in 1963, Kenya's national government communication function has been domiciled in the Ministry responsible for Communication coupled with other

portfolios like transport, information communication technology (ICT), broadcasting, as well as posts and telecommunications. Since independence, the national government communication function has undergone growth and transformation while remaining focused on executing the constitutional mandate to the public. However, over time, the importance of government strategic communication has become imperative as manifested through the increasing complexity of governance, diverse audiences, rapid technological advancements as well as changes in constitutional, legal, and regulatory terrain. Consequently, successful government communication in an increasingly volatile, uncertain, complex, and ambiguous environment calls for a proactively and deliberately articulated Government Communication Strategy with a concomitantly robust implementation and execution as well as monitoring, evaluation and reporting frameworks for optimal attainment of one government through one impactful voice.

1.2 Context of Preparation of the Communication Strategy

Preparation of the Government Communication Strategy (2024-2027) factored the aspirations of The Constitution of Kenya, 2010, relevant Acts of Parliament, and Government policies and development blueprints, and various MDAs Strategic Plans (2023-2027). These instruments provided the foundation for anchoring the Government Communication Strategy (2024-2027), and pillars upon which it shall be implemented. The Strategy was equally aligned to the goals of regional and international development blueprints of which the Government of Kenya subscribes to, namely: the EAC Vision 2050; the African Union Continental AI Strategy; AU Data Policy Framework; the African Union Agenda 2063; the United Nations Global Digital Compact; and the United Nations Sustainable Development Agenda-2030.

Further to the aforementioned policy documents, significant national issues and public interest were equally highlighted in determining fundamental challenges and opportunities that the strategy should address. **Table 1.2.1** summarizes the proposed strategic alignments to various legal, policy and development instruments.

Table 1.2.1: Summary of Proposed Alignments to Legal, Policy and Blueprints

Instrument	Issues/areas for alignment	Strategic alignment
1. UN-SDG	Goal No. 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	The Strategy outlines a number of activities for dissemination of public information and engagement. This will facilitate effective public participation in Government decisions, policies, programs and projects.
2. AU Agenda 2063	Aspiration 6: An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children.	The Strategy builds into this aspiration by encouraging two-way communication between the Government and the people, in order to provide tailored interventions to address issues that concern them.
3. EAC Vision 2050	The focus for this Strategy is in fulfilment of the following two Aspirations of East Africans, amongst others: - Enhanced inclusiveness in development and socio-economic transformation. - Inclusivity and participatory approach.	The Strategy aims to support realization of these two aspirations by providing Kenyans with access to information that enables them make sound judgements on Government policies, programs and projects; and avenues for registering their frustrations when their expectations are unmet.
4. The Constitution of Kenya, 2010	Chapter 4, Article 35 on Access to Information Public participation in legislation, and development of Government policies and public finance matters.	Overall goal of the GCS (2024-2027) is to enforce the Article by providing broad strategies for all Government institutions on dissemination of public information, and encouraging public engagement through demonstration of caring and listening attitude, followed by appropriate action.
5. Kenya Vision 2030	Integrated Government Unified Communication System Project	The Strategy advocates for National Government Communication system that sustains effective
6. UN-Global Digital Compact	The UN Global Digital Compact pursues the following outlined objectives to achieve the common goal of an inclusive, open, sustainable, fair, safe and secure digital future for all. Close all digital divides and accelerate progress across the SDGs;	- The GCS (2024-2027) aligns with the Global Digital Compact by promoting digital inclusivity in public communication, ensuring that all Kenyans, regardless of their location or socioeconomic status, have access to public information. - The strategy also reinforces the importance of data privacy,

	- Expand inclusion in and benefits from the digital economy for all; - Foster an inclusive, open, safe and secure digital space that respects, protects and promote human rights; - Advance responsible, equitable and interoperable data governance approaches; and - Enhance international governance of AI for the benefit of humanity.	security, and trust in all digital communications, ensuring that public engagement is secure and reliable. The strategic objectives, strategies and activities outlined in this Strategy directly or indirectly further the UN-GDC objectives 1, 2 and 3
7. AU Continental AI Strategy, 2024	AU recognizes the need to proactively integrate AI into various aspects of life in order to enhance efficiency, improve productivity and accelerate achievement of Agenda 2063 and SDGs. The Strategy identifies Five (5) areas of focus which include: - Maximizing AI benefits; - Building capabilities for AI; - Minimizing AI risks; - African public and private investments in AI; and - Regional and international cooperation and partnerships.	This Strategy has outlined specific activities that integrate AI to enhance the efficiency and inclusivity of public communication, ensuring that AI-driven tools are used ethically and in line with the principles of data sovereignty. The Strategy promotes the use of AI in disseminating public information, encouraging public engagement, and supporting Government transparency. The specifics include: - Deliberate investment in AI development and integration in digital communication tools; - Promote development of unbiased data sets that
8. AU Data Policy Framework	The AU Data Policy Framework is derived from the Digital Transformation Strategy (DTS), and sets out a common vision, principles, strategic priorities and key recommendations to guide AU Member States in developing their national data systems and capabilities to effectively derive value from data that is being generated by citizens, government entities and industries.	- The Strategy emphasizes the importance of robust data governance in line with the AU Data Policy Framework, ensuring that public communication respects data sovereignty and facilitates secure cross-border data flows, while also conforming to the Data Protection Act, 2019. - The Strategy advocates for transparency and accountability in the use of data for public communication, aligning with the Framework's
9. The Access to Information Act, 2016	Right to information and Access to information	The GCS (2024-2027) accentuates the provisions of this Act by providing National Government with strategies for its effective realization.
10. Data Protection Act, 2019	Principles and obligations on personal data protection	Ensuring that public forums and participation are conducted in a manner that is consistent with the Act
11. BETA	The six pillars of BETA, namely; - Agricultural transformation and inclusive growth; - Micro, Small and Medium Enterprise (MSME) economy; - Housing and settlement;	The GCS (2024-2027) provides strategic approach to enhance public support for fulfilment of the BETA plan by engaging, consulting and incorporating feedback to achieve better delivery of the agenda, for

	• Healthcare; • Digital superhighway and creative economy; and Climate change action.	socio- economic transformation of the country.
12. . MICDE Strategic Plan 2023-2027	The following strategic objectives of the MICDE Strategic Plan were considered: 1. Increase public access to information; 2. To promote sustainable growth of software industry and development of local content; 3. To enhance digital and mass media skills; To improve skills for staff in the support departments;	The GCS 2024-2027 directly contributes to the four identified Ministry's Strategic Plan by: • Outlining activities to be implemented to facilitate public engagement on Government policies, programs and projects; • Prescribing activities to promote content creation for fair Government branding and image; • Providing mechanism for capacity building of the PCOs and Government communicators, and, • Outlining strategies for promoting partnerships in development of locally-led digital communication platforms.

1.3 Background of Government Communication

Kenya's government communication has evolved over the years. During the colonial era, communication was tightly controlled to serve colonial government, with tools like radio, print media and traditional community meetings, barazas, used to enforce colonial policies.

A communication wing was set up to influence Kenyans to accept colonization and its administration. Additionally, an information wing was created to disseminate information on government programs such as the cultivation of coffee, tea growing etc. Screening of cinema in villages was also introduced to showcase government programs.

Kenya Institute of Mass Communication (KIMC) and Voice of Kenya (VoK) were introduced as strategic institutions for government training and relaying of government information.

After independence in 1963, the government under the first President centralized communication through the Presidential Press Unit (PPU) channeling content through the VoK and public barazas, aiming to promote national unity and strengthen the government's narrative. The control over media outlets remained firm, with limited space for dissenting voices.

Under the second President (1978–2002), government communication became even more centralized. The Kenya Broadcasting Corporation (KBC) functioned primarily as the government's mouthpiece, while public rallies were used to promote the Nyayo philosophy.

In 1992, the multiparty democracy was introduced, thereby opening up the media landscape.

However, even with political pluralism, the government still maintained significant influence over public discourse through the national government officers, provincial administration and public communication officers.

The promulgation of Kenya's constitution 2010 marked a turning point, as it resulted in greater media freedom and access to multiple sources of information.

With the rise of digital media, the government has found it increasingly difficult to control information as multiple voices have emerged. The advent of new media platforms and the rise of Artificial Intelligence have further compounded communication dynamics, with the government competing with citizens in terms of agenda setting and information sharing.

The proliferation of fake news through misinformation, disinformation and mal-information on social media has posed new challenges, requiring the government to navigate a more fragmented and fast-paced media landscape, while striving to maintain authority and public trust.

Mobile-phone devices have become the point of communication convergence, affording the public convenience and real-time access to information. The objective of this Strategy is to

make Government communication mobile-device ready. This means that Government communication is accessible through mobile phones, in line with the global and national trends. The focus of Government Communication Strategy is on what is being communicated, the message; who it is intended for; how it is conveyed; channels deployed; and the communication objective.

This therefore calls for a multi-channel, multi-pronged communication that is compatible with the audience's socio-economic contexts. It is about delivering information in the format and channels that the audience prefer, while remaining abreast of social and technologies developments.

1.4 Approach and Methodology of Developing the Strategy

The need for harmonized, coordinated, efficient and effective government communication system was mooted in responses to addressing national crisis, disasters, and issues of public interest. In addition, active listening to the public voices and engagement was equally desired from the Government in order to enhance public buy-in for the Government interventions.

Consequently, the first step involved Preparation and Scoping. A team of communication experts and stakeholders was put together to brainstorm, ideate, consult and develop GCS (2024-2027) through a participatory workshop. The Strategy development roadmap was also defined and agreed upon at this point by the Ministry of Information, Communications and The Digital Economy.

The participants agreed on approach, methodology and strategy framework that was adopted during the workshops. This was followed by an in-depth situational analysis which involved research on internal and external government communication landscape, stakeholders and audience power, influence and interest matrix, and finally, review of the analysis's outcomes. The outcome of the situational analysis thus informed strategic direction for the Government Communication, which included defining the strategic goals, strategic objectives, strategies, tactics, channels, key messages and the audience. An implementation and coordination framework to execute the Strategy was discussed thereafter, together with monitoring and evaluation modalities. This was followed by compiling the research and literature review outcomes, the workshop outputs and drafting the Strategy.

The Draft GCS (2024-2027) was then subjected to stakeholders for review and feedback used to refine the document before being presented for approval. The next steps after approval will entail publishing and dissemination to various identified actors, and provision of resources for its implementation, monitoring and evaluation.

CHAPTER TWO: STRATEGIC DIRECTION

Chapter Overview

This chapter explains fundamental statements and core principles that National Government communication aspires to attain through implementation of this Strategy. These include the purpose, the vision, mission, core principles and strategic goals.

2.1 The Constitutional Mandate

The Constitution of Kenya, 2010 provides for access to public information under Chapter 4 Article 35. The Access to Information Act, 2016 provides mechanisms for implementation of this constitutional provision. Access to information involves the source and the consumer, in this case the Government and the public. In the dispensation of the current Constitution, a

- 1) Every citizen has the right of access to--
 - a) information held by the State; and
 - b) information held by another person and required for the exercise or protection of any right or fundamental freedom.
 - 2) Every person has the right to the correction or deletion of untrue or misleading information that affects the person.
 - 3) The State shall publish and publicize any important information affecting the nation.
- (Constitution of Kenya, 2010)

Through Presidential Executive Order No. 2 of 2023 on Organization of the Government of the Republic of Kenya, issued in November, 2023, the Ministry of Information, Communications and The Digital Economy (MICDE) is vested with the role of managing Public Communication function in the Government.

The State Department for Broadcasting and Telecommunications is charged with the responsibility of formulating broadcasting and telecommunications policies; managing language policies; Public Communication; co-ordinating national Government advertising services; and managing postal, courier and Government telecommunications services. Its vision is to achieve an integrated, co-ordinated and coherent communication between the Government and the Kenyan public to enable the citizens participate in the country's development processes.

2.2 Purpose

Deliver a unified, synchronised and effective communication on government policies, programs, projects and activities across all government entities.

2.3 Vision

An informed and inclusive society.

2.4 Mission

To empower the society through efficient, effective and harmonized public Communication.

2.5 Strategic Goals

The overarching goal of this Strategy is to support implementation of the Constitution of Kenya through efficient, effective and coordinated public engagement. This will be demonstrated by improved public trust, knowledge, positive attitude and support for government policies, programs and projects.

Specific goals for this Strategy include the following:

- i. Deploy structured coherent Government communication;
- ii. Develop a responsive, proactive and agile public communication framework.
- iii. Develop a comprehensive crisis, emergency and risk communication framework.
- iv. Enhance institutional capacity for effective Government communication.

2.6 Core Values

Core values are the guiding principles, the anchor and ethos that guide public communication. All Government leaders and appointed officials should communicate on policies, programs and projects and demonstrate a **C**aring attitude towards the citizens, interest in **L**istening for their input, and **A**ction on their feedback. These core values will be embedded in every strategic action and program that the Government is doing.

Through the Government Communication Strategy, all Government institutions shall proactively demonstrate the core principles outlined below while acting within the national values and principles as articulated in the Constitution of Kenya, 2010, Chapter 4, Article 10. Further explanation of each core principle has been provided in **Table 2.6.1**.

- We care
- We listen
- We act

Table 2.6.1: Principles and Core Values

Principle	Explanation
We Care	Through this Strategy, all Government institutions shall extend due care towards the citizens and other stakeholders by providing timely, comprehensive and accurate information on Government policies, programs and projects using reliable channels and mediums. This will foster effective engagement, citizen participation in decision-making, engender sound judgements and contribute towards overall good governance. This will demonstrate TRANSPARENCY and ACCOUNTABILITY by the Government in the way it relates to its citizens.
We Listen	This Strategy reaffirms the Government's commitment to fully and positively engage the citizens and other stakeholders by listening to what they say; providing avenues and forums for them to participate in discussions and consultations; and mechanisms of integrating their feedback into Government policies, programs and projects. By integrating citizen feedback in communications on Government interventions, the Government will be INCLUSIVE.
We Act	Under this Strategy, the Government commits to respond with speed, efficiency and effectiveness to its core function as a provider of services to its citizens and stakeholders. The Government also pledges action on issues and concerns raised by the citizens and stakeholders for the overall good of the country. This affirms the Government's commitment to be RESPONSIVE and offer exemplary PUBLIC SERVICE.

CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

Chapter Overview

This chapter delves into situational analysis by reviewing external and internal environments within which the Government operates. It examines the macro and micro trends at global, regional and local levels that have direct and indirect bearing on national government communication as well as internal environments (communication governance and framework, internal business processes and resources and capabilities). The past performance in Government communication with reference to key milestones, major challenges, critical communication gaps, significant lessons learnt, trends and emerging developments in public communication landscape are also reviewed in this chapter.

3.1 Situational Analysis

Situational Analysis involves evaluation of the prevailing external and internal environments that bear strategic implications on the National Government communication. It provides insights into the current context, identifies challenges, and outlines the interests, influence, and relationships of those affected or involved. The purpose is to inform decision-making, ensure effective strategic alignment, and guide the development of strategic choices that address the underlying issues and opportunities.

3.1.1 External Environment

The events and circumstances defining the external operational environment of National Government communication is analysed with emphasis on macro and micro levels in the global, regional and national arena, in order to obtain insights on opportunities and potential threats.

3.1.1.1 Macro-environment

The macro-environment has been analysed using Political, Economic, Social, Technological, Ecological and Legal model (PESTEL), and summarized below:

1. Political Factors

- a) The geopolitical tensions such as the conflicts between Russia and Ukraine, and Israel and Hamas will persist until peace deal is reached. These tensions have both socio-economic and political significance as they tend to disrupt supply chains, death and displacement of people, and escalation of diplomatic tensions.

- b) Global insecurity occasioned by organised terrorism networks remains a constant threat to the global peace. Emerging political conflicts is likely to elevate the terrorism threats as rebels and terror groups thrive in such conflicts.
- c) The recent change in United States administration through election of President Donald Trump has potential economic impact in various government programs supported by the previous US administration. There is likelihood of shifts in US policy stance in Africa, Kenya included, and other countries in general.
- d) The debate on integration of East Africa nations is likely to continue.
- e) Political realignments at the national level is expected before the next general election. Thus, new party formations and adjustment by politicians is largely expected to take significant chunk of the media space. Citizens are expected to take cues from the political developments and respond accordingly.

2. Economic Factors

- a) The global economic shocks such as volatile currency exchange rates, rising debt burdens affecting several countries, high inflation rates and pandemic crises will persist in both medium and long term.
- b) At regional level, there is increasing intercountry engagements on trade, integration, free labour migration, relaxation of immigration rules such as visa-free entries in South Africa, Senegal, Burkina Faso and Ghana, and improved regional infrastructure such as LAPPSET corridor.
- c) Global economic growth is projected at 2.8% in 2025 according to the UN-World Economic Situation and Prospects (WESP) 2025. This growth remains below the pre-pandemic average of 3.2 per cent, constrained by weak investment, sluggish productivity growth, and high debt levels. Kenya's economy grew by 4% in third quarter (Q3) of 2024 compared to 6% in Q3 in 2023 (KNBS). The local currency also appreciated against major currencies in 2024.
- d) Inflation is projected to ease, which is expected to boost the macro economies. However, the uncertainty still looms large, with risks stemming from geopolitical

conflicts, rising trade tensions and elevated borrowing costs in many parts of the world that threatens to further undermine progress towards the Sustainable Development Goals (SDGs). There is a decreasing trend in overall inflation rate from 6.6% in December 2023 to 3.2% in December 2024 in Kenya (Central Bank of Kenya-CBK).

- e) Growth in Africa is forecast to rise modestly from 3.4 per cent in 2024 to 3.7 per cent in 2025, thanks to recoveries in major economies including Egypt, Nigeria, and South Africa. However, conflicts, rising debt-servicing costs, limited employment opportunities and increasing severity of climate-change impacts weigh on Africa's outlook.
- f) There is high rate of unemployment especially among the youth in many developing countries.

3. Social Factors

- a) Poverty levels remain high, underscored by high rate of unemployment. The recently witnessed growing discontent and anti-government protests driven by the Gen-Z in Kenya, and other parts of the world including Libya (2011), Egypt (2011), Syria (2024) and Sri Lanka (2024) can be attributed to the increasing poverty level due to unemployment.
- b) Labour migration and adoption of different work-styles i.e. on-site, remote and hybrid are expected to continue, accelerated by technological integrations. Labour mobility is expected to increase.
- c) There is heightened social activism in many parts of the world that aims to promote public participation in public governance, human rights, political freedoms and support for the Vulnerable and Marginalised Groups (VMGs).
- d) The world is witnessing rapid information spread, thanks to technology. With it has been widespread challenge of misinformation, disinformation and mal-information, commonly referred to as fakes and deepfakes.
- e) Uncontrolled and uncensored social media access and use in the society is increasingly contributing to social moral decadence especially in younger generation across the globe, as witnessed through elevated crime rates and social defiance.
- f) Kenya is made of many communities with divergent social cultures and ethnic languages. However, with the increased globalization and nationalism i.e. through intermarriages, trade etc, many of the traditional social cultures and languages are giving way to new western culture. The changing social cultural trends will continue.

4. Technological Factors

- a) The world has become a global village, thanks to rapid technological advancements that have improved the speed, mode and medium of communication, transport, healthcare, agriculture among other areas. These developments have both positive and negative implications depending on how they are deployed. Kenya, being a country with about 65% internet penetration, has been fast in adopting and adapting various technological developments which include deployment of Artificial Intelligence (AI), machine learning, big data analytics, use of social media and digital platforms in communication and earning of livelihoods among others.
- b) The technological developments have also resulted in various global challenges related to cyber security, data protection, inequitable access to technology and proliferation of fake news and deepfakes.
- c) Digital media platforms used in Kenya by both the public and government are owned by foreign private entities. They include Facebook, Tik Tok, Instagram, Skype, LinkedIn, WhatsApp, X among others.

5. Ecological Factors

- a) Climate change is a real global phenomenon characterised by changing weather patterns such as rising temperatures, erratic rainfalls, prolonged droughts, flooding, windstorms among others.
Progressive reforms in the global arena to combat climate change and mitigate its impacts.
- b) Tied closely to climate change is the renewed focus on environmental sustainability and growth in deployment of renewable energy such as solar, wind and geothermal. Many industrial players are tempering transition to clean energy, be it in automotive, industrial plants or electricity generation.
- c) There is increasing advocacy and adoption of Environmental, Social and Governance (ESG) frameworks, domestication of the UN-SDGs, and environmental sustainability awareness.

6. Legal Factors

- a) International treaties, protocols, conventions and regional agreements that promote mutual respect, sovereignty and benefits to the countries, regions and the world. Kenya is a signatory to various international treaties, which are expected to continue shaping Kenya's stand on the same.

- b) Progressive legislations taking place in many jurisdictions around the world and particularly in Africa will continue to enhance governance, accountability and public participation in government issues.
- c) There are frameworks for intergovernmental relations which clearly delineates functions of the National and County Governments and interactions between the two levels.
- d) Kenya Constitution 2010 provides a robust framework on communication as well as 2006 ICT policy and revised in 2019 – about opening the space and liberalization of the communication sector. Freedoms awarded in the constitution. However, the framework is inadequate in helping the Government achieve coordinated and coherence communication.
- e) The regulatory and legal environment allows for litigation. The trends in litigations against the Government is expected to persist.
- f) The Government communication framework has not put in place adequate regulatory measures to address misinformation and mal-information.

3.1.1.2 Micro-environment

Micro-environment analysis is based on immediate external factors in the National Government communication environment which affect access to resources for implementation of public communication. The factors include customer profiles, human rights institutions and activists.

1. Customer Profiles

National Government communication is intended for diverse audiences which include the citizens of the Republic of Kenya, the regional and international communities. Thus, analysis of the customers is critical in providing insights that help design appropriate communication strategies that suits them. The analysis has been done in relation to geographical locations, demographic attributes and psychographics as summarized below:

a) Geographic:

- i. Distribution of communication infrastructure in the country is fairly even. Most parts of Kenya have access to wireless communication technology.
- ii. There is increased digital connectivity with 4G network coverage at 100%, internet penetration at 64.94%, and projection of about 6.2m households with internet access in 2025 – (Statista).

- iii. Different regions face varying economic activities that largely define their communication interests i.e. North-Eastern region and northern part of Rift Valley region are largely arid and semi-arid. They bear the greatest impact of climate change which contribute to difficult living conditions, and their communication interests border on economic and environmental issues that directly affect them.
- iv. Urban dwellers are made up of white and blue-collared workers and traders whose communication interests centre on economic policies, programs and initiatives that largely impact on their cash flows.
- v. The western, central and lower part of Kenya forms the agricultural basket of the country. Both large-scale and small-scale farming activities take place here. The dwellers have different communication needs that span political, social and economic spheres. The country's political agenda is largely set-up by people from these regions.
- vi. Many Kenyans also work and live abroad. Together, they form the diaspora community. Their communication interest is dominated by political and socio-economic issues that have indirect impact on them. Cumulative diaspora remittances grew by 17% in the first nine months of 2024 compared to similar period in 2023, and 22% compared to similar period in 2022 (CBK).
- vii. The international community is made up of all countries and organizations that have direct or indirect interests in Kenya.

b) Demographics:

- i. Kenya's population is about 52.4 million (KNBS, 2024 Projections). The senior citizens and elderlies account for about 4.7% of the population, middle age citizens at 9.8%, millennials at 19.6%, Gen-Zs at 30%, and school going age at 36.9%. the population proportion is expected to tilt towards the youth age-bracket increasing over the planning period.
- ii. Women population is about 51% in Kenya. Kenya is progressively gaining in mainstreaming gender issues in public affairs. The communication here varies depending on socio-economic and literacy standards. However, inclusivity is critical.
- iii. There is high unemployment rate in Kenya among the youth. Approximately 67% are unemployed according to Federation of Kenya Employers-FKE.

- iv. The Constitution of Kenya 2010 requires public participation on governance issues such as policy-making, formulation of bills and any other public agenda. Engaging the diverse demographics require multiple approaches, tools, channels and resources in order for their effective participation.

c) Psychographics:

- i. The level of public acuity and awareness with reference to information, constitutional, legal and political developments is increasing by the day. This in turn influences how the citizens perceive various actions by the Government.
- ii. There is increasing apprehension on the country's economy with a number of people projecting difficult living conditions. This perception contrasts the Government stance on improving economic outlook as demonstrated by statistics.

3.1.1.3 Industry Analysis

I Media Industry Analysis

- i. The media industry in Kenya has undergone evolution with regards to content development, production, distribution and consumption. The media has evolved through the pre-industrial, industrial, electronic and new digital age. Communication during the pre-industrial age was largely through indigenous media such as drums, horns messengers and storytelling.
- ii. The industrial age during the post-colonial period used traditional media such as print media, cable and satellite, television and radio forming the central pillars of journalism; delivering daily news, advertisements, and stories. During the period, governments strongly controlled the media in terms of content and advocacy.
- iii. Growth of constitutionalism paved way for digital media and subsequent liberalization of the transmission waves gave birth to the rise of many media houses. Consequently, diverse digital media platforms have also emerged, these are Facebook, X, Tiktok, Instagram, among others. The required investment in media become relative hence it could range from low capital to intensive capital investments. As legal barriers and processes to entry into media industry diminish, growth of media outlets and media space in the country increases.
- iv. Content generation and dissemination is no longer solely by the media houses but also and emerging trend of "citizen journalism" by individuals made possible by the widespread use of mobile phones and artificial intelligence (AI). This has also impacted content consumption which is now largely uncontrolled due to diverse content generators and channels. Automated journalism, deep fake technology, Virtual Reality (VR) and Augmented Reality (AR) are emerging technologies that now offering new ways to experience media, especially in gaming and news.
- v. To regulate the industry, various regulatory instruments and institutions have been

II The Kenyan Media Content

- i. The Government enjoys consistent media coverage across various platforms, which include community and mainstream media. as Government communicates directly to citizens through various channels such as National Government Administration Officers (NGAO), public barazas, MyGov, Kenya Broadcasting Cooperation KBC, among others.
- ii. The media's portrayal tends to focus on Government actions through a political lens, leading to a skewed perception among the public. This political reportage by media often centers on political alignments and differences, creating a perception among the public that Kenya's media landscape is inherently political.
- iii. On the quality and impact of media coverage, the media excels in prioritizing and interrogating pertinent issues of the day, thus playing a vital role in holding the Government accountable. However, inaccuracies often mar the coverage, particularly when facts are unchecked. Journalists, producers, bloggers, and editors tend to resonate more with stories of Government failures, such as reports from the Office of the Auditor-General (OAG) or perceived infighting and corruption within the Government.
- iv. These stories are not only engaging but also attract significant audience attention due to their sensational nature. Despite the challenges, high-quality and well-researched pieces do exist, particularly when media engagement is well-managed and adequate

information is provided by the Government. Such instances result in positive coverage that effectively communicates key messages.

III Social Media and Digital Analysis

- i. All ministries maintain websites and utilize various social media platforms. However, there is notable disparity in content strategy and engagement.
- ii. Content tends to be heavily personality-based, focusing on political figures rather than comprehensively addressing strategic socio-economic development issues. Moreover, there is lack of integration among platforms, with disjointed content distribution across different channels like websites, mobile apps, and social media platforms. This fragmentation hinders coherence and effectiveness in reaching and engaging the public.
- iii. The average engagement levels across ministries remain low, reflecting the need for improved content adaptation and audience interaction strategies. Ministries also lack robust feedback mechanisms and operate with minimal communication outside key activity periods.
- iv. The current government communication has partially embraced technology. Emerging technology such as AI Chatbot has not been mainstreamed in government communication.

IV Brand Analysis

- i. Brand analysis involves dissecting perceptions, messaging effectiveness and public sentiment. It identifies areas for improvement and guides efforts to enhance credibility, resonance, and alignment with overarching communication goals. Brand analysis is pivotal in fostering cohesive narratives, building public trust, and effectively positioning brands within the complex landscape of national governance and public perception.
- ii. Pre-2022, the Government was initially perceived positively and viewed as a Government of national unity, with commendable performances in sectors like health insurance under National Health Insurance Fund (NHIF), rail-transport under Standard Gauge Railway (SGR), and road transport under road sector authorities. However, this positive image was overshadowed by significant challenges. The Government faced criticism for being detached, corrupt, and arrogant, with numerous inefficiencies and corruption scandals. Public communication was poor, further tarnishing the Government's brand.

- iii. The image of the National Government has suffered unprecedented damage in the recent past. The faulting image is demonstrated by limited public trust, waning confidence, laid-back culture and elevated corruption perceptions in public service delivery. The perceived opulence and contemptuous demeanour of public officers is equally injurious to the government image.

3.1.2 Summary of Opportunities and Threats

The opportunities and threats arising from the external environment, media industry and content, and brand analysis is summarised by PESTEL model in **Table 3.1.1**

Table 3.1.1: Summary of Opportunities and Threats

Factor	Opportunities	Threats
Political	1. Potential millage for the Kenya in the AU politics and pan-Africanism agenda. 2. Continued regional socio-economic and political influence arising from the integration of the East African states. 3. National political realignments provide opportunity for enhancing inclusivity and articulating government agenda.	1. Negative repercussions of the geopolitical tensions in Eastern Europe and Middle-East i.e. disruption of trade, supply chains and diplomatic constraints. 2. Terrorism threats arising from global insecurity and emerging political conflicts. 3. Potential diplomatic constraints with incoming US Administration. 4. The political divisions and realignments may lead to divisive political statements/pronouncements by elected leaders or government officials occasioning negative public perception about the government.
Economic	1. Tapping on regional integrations to communicate opportunities for labour mobility, inter-trade, and tourism. 2. Communication on the appreciating local currency against major world currencies, reflecting potential for national economic growth. 3. Overall decline in inflation as an indicator of positive impacts of government economic policies and interventions. 4. Positive economic outlook for 2025 as reflected by World Bank. 5. Creation of a common EA currency.	1. Inadequate and non-strategic communications on potential impacts of events in the global economy resulting to depreciation of local currency, increased debt burden and increased inflation rates due to disruption of supply chains etc. 2. Lingering post-pandemic effects on the national economy such as reduced national productivity, losses attributed to lock-downs and unemployment. 3. Unclear communication on the causal effects of the decelerating national GDP, and specific measures for turnaround. 4. Inadequate communication on measures being put in place to address systemic youth unemployment, and their economic integration. 5. Failure in communication to provide hopes in alleviating high cost of living and tax burden amongst the working class.

Factor	Opportunities	Threats
Social	1. Tapping on labour mobility and adoption of flexible work-style arrangements, 24-hours economy etc to tackle poverty and unemployment. 2. Providing room for social activism to improve public governance and uphold human rights and dignity. 3. Cultural sensitivity and inclusivity: Tailoring communication to respect Kenya's cultural diversity using local languages and symbols promotes message resonance and unity among all segments of society.	1. Inadequate and un-sustained communication on addressing poverty occasioned by high rates of unemployment and increased cost of living. 2. Inadequate regulatory framework and mechanism to address widespread challenge of misinformation, disinformation and mal-information. 3. Increasing social moral decadence especially in younger generation arising from uncontrolled and uncensored social media access and misuse.
Technological	1. Leveraging on technologies such as AI and digital platforms to increase targeted government communication and reach of diverse audience. 2. Addressing varying levels of digital literacy to ensure inclusive access to digital communication platforms, and discern fake news and disinformation. 3. Leveraging on data analytics to undertake data-driven communication. 4. Technology provides better tools to enhanced stakeholder engagement i.e. incorporating stakeholder feedback.	1. Insecurity of both government communication systems, information and public data arising from cyber-attacks. 2. Over-reliance on foreign-owned digital channels which are susceptible to external influence. 3. Risks associated with use of digital platforms to propagate misinformation, mal-information and disinformation. 4. Inequitable access to, and distribution of technology amongst the citizens. 5. Unregulated use of AI in communication resulting to misuse and spread of deep-fakes.
Ecological	1. Energy transition: Promoting the benefits of renewable energy and environmental health risks through communication initiatives. 2. Environmental sustainability: presents opportunity to promote growth of renewable energy, which should be emphasised in public communication. 3. Sustainability communication: opportunity to address environmental and socioeconomic challenges through targeted campaigns:	1. Inadequate communication on climate change, its risks, and promotion of climate resilience measures. 2. Failure to strategically address pollution and resource management. 3. Inadequate preparedness for CER communication in the event of natural calamities and environmental hazards.

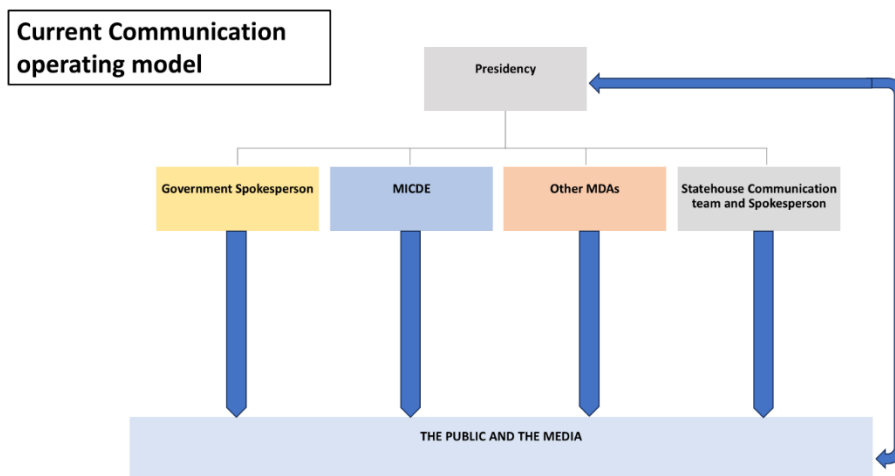
Factor	Opportunities	Threats
	promoting conservation efforts.	
Legal	1. Tapping into international treaties, protocols, conventions and regional agreements that promote mutual respect, sovereignty and benefits to the Kenya. 2. Utilizing examples of progressive legislations as benchmarks to showcase Kenya's position in constitutionalism and advancement of human rights and dignity. 3. Utilize frameworks for intergovernmental relations to promote and enhance government communication. 4. Enhancing Constitutionalism through effective public participation in government agenda.	1. Increased violations of data privacy laws and human rights 2. Regulatory vacuum in adaptation and use of emerging technologies in government communication. 3. Failure to strategically address increased litigations against the government that negatively impacts policies and interventions.
Micro-environment	1. Tapping on enhanced digital connectivity in the country and internet penetration to deepen government communication. 2. Tailoring government communication based on geographic, demographics and psychographics. 3. Mainstreaming gender issues and VMGs in government communication.	1. Varying audience interests complicates government communication. 2. Increasing public apprehension on the country's economic outlook.
Industry analysis	1. Effectively adopting to changing media trends and using them to shape the narrative. 2. Establishing avenues for media engagement to enhance government voice in the media space based on the presence of many media institutions and channels. 3. Adopting a mobile-first digital strategy. 4. There is opportunity to merge political communication and functional communication through enhance and coordination in government	1. Failure by government media regulators to anticipate emerging media landscape trends and act accordingly. 2. Slow response in addressing developing issues/narratives to provide convincing and authentic counter-narratives. 3. Notable disparity in content strategy and engagement on the existing ministries websites and social media platforms. 4. Failure to delineate personalized content from the government content on the government communication channels. 5. Low public engagement levels with government contents on various media platforms. 6. Inadequate measures to address the waning

Factor	Opportunities	Threats
	communication framework. 5. The expansive government structure to adopt uniformity and consistency in use of its digital platforms.	government brand and image.

3.1.3 Internal Environment Analysis

3.1.3.1 Governance and Administrative Structure

- a) The Government communication is wanting due to lack of a framework for unified and coherent communication.
- b) Currently, communication to the public is handled by different units of government with little coordination as illustrated by the diagram below:



- c) Functional government communication is undertaken by ministries, departments and agencies. The MDAs are supported to deliver government communication through the following functions/institutions:
 - The Ministry of Information, Communication and Digital Economy (MICDE)
 - State Department of Broadcasting and Telecommunication
 - Directorate of Public Communication
 - Directorate of Information
 - Government Advertising Agency
 - Office of Government Spokesperson (OGS)
 - Presidential Communication Service (PCS)
- d) Though the structure allows speedy dissemination of public information by the respective MDAs, it has a number of challenges which include:
 - i. discordance in information dissemination;

- ii. heavily top-down, thus limiting avenues for processing public feedback, providing forums for proper consultations and limiting channels through which the communication can be delivered;
- iii. lacks a central message repository and depository to coordinate, compile, collate and process Government communication in readiness for dissemination in multiple formats for public consumption.
- iv. experiences occasional overlaps in implementing public communication.
- v. lacks support in terms of deploying continuous public listening to filter public discourse with the objective of undertaking further analysis for appropriate decisions by the relevant government officers or functions.

3.1.3.2 Internal Business Processes

- a) Government communication process is guided by the constitutional provisions, the Act of Parliament, the Human Resources Policies and Procedures Manual issued by the Public

Service Commission (PSC), Standing Orders for disciplined units (the military and police), presidential directives and orders, and various circulars issued from time to time by the respective MDAs and Constitutional Commissions.

- b) The MDAs undertake public communication relevant in implementation of their mandate.
- c) On the Crisis, Emergency and Risks (CER) communication, the affected MDA issues CER communication depending on the magnitude of the CER. Occasionally, an ad hoc crisis committee may be established to support the relevant MDA in issuing CER communication.
- d) However, the standard operating processes and procedures on how information is mined, processed and shared, and robust internal processes on how information is generated and processed remains inadequate for achieving One Government, One Voice.
- e) The gaps noted within the processes include:
 - i. Lack of an overarching Government Communication Policy;
 - ii. Absence of comprehensive Government Communication Strategy;
 - iii. There is unclear CER communication standard procedures;
 - iv. The MDAs do not effectively plan for communication at the onset of the policy development, program conceptualization or interventions;
 - v. There government communication process has not entrenched a citizen-centric culture when undertaking public engagement. Thus, the process does not have elaborate mechanisms of obtaining public feedback through multiple formal and informal channels.
 - vi. The government messaging lacks integration across various functions so that it can be delivered in timely and consistently delivered in a convergent manner for public consumption.
- f) The gaps government communication processes result into:
 - i conflicting statement with regards to national events;
 - ii untimely release of communication on issues of public interest;
 - iii failure to objectively set the communication agenda in the media space thus allowing opportunities for other narratives to shape the public communication; and
 - iv ineffective messaging to audiences with diverse interests on issues of public interest among others.

3.1.3.3 Resources and Capabilities

- a) The government communication resources and capabilities include:

- i. A pool of trained public communication and information officers. These officers are fairly distributed within the MDAs to support the communication function in the MDAs.
- ii. Investment in government digital assets such as E-citizen, IFMIS;
- iii. Investment in digital superhighway for internet connectivity;
- iv. Intangible assets such as communication frequencies, VPN, websites, social media handles;
- v. Infrastructure, logistics equipment and tools for government communication such as MyGov, KBC, KNA and GAA

b) The noted gaps in resource and capabilities include:

- i. Inadequate budget allocation for executing the government communication. The communication activities are not strategically budgeted for in various MDAs.
- ii. Majority of public communication and information officers are not versed in current trends in new media.
- iii. Due to underfunding, many MDAs grapple with inadequate or obsolete communication equipment.
- iv. There is remarkable digital absence of government communication in certain media platforms and channels such as X, Facebook, Tik Tok etc or equivalent platforms with remarkable presence of audience.
- v. Investment and adoption of emerging technological trends in communication by government is slow.

3.1.4 Summary of Strengths and Weaknesses

The strengths and weaknesses in national government communication are summarised in **Table 3.1.2**

Table 3.1.2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and administrative structure	1. Robust governance and administration framework with presence at national, county to grass-root level. This structure provides multiple channels for disseminating government	1. Despite the structure, there is discordance in government information dissemination. 2. Being top-down, it limits bottom-up engagement and feedback collection to

Factor	Strengths	Weaknesses
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	communication. 2. The available and resourced units for functional government communication form necessary component to achieve coherence and consistency in government communication. 3. Within the structure, Foreign missions are adequate for conveyance of tailored diplomatic information.	inform government decisions. 3. It lacks a system for central repository, depository and processing of government information before public dissemination. 4. The structure lacks mechanism to deploy public listening and sentiment analysis for informed decision-making.
Internal business processes	1. Existing legislative and regulatory frameworks – provides basis for implementing government communication. 2. Existing human resource policies and procedures manual provided by the Public Service Commission and Standing Orders for disciplined forces guides how MDAs undertake government communication. 3. Availability of credible content that can be disseminated to build public trust to showcase success stories of BETA plan.	1. Lack of overarching Government Communication Policy. 2. Lack of overarching Government Communication Strategy. 3. Unclear CER communication standard procedures; 4. Failure to effectively plan for communication by MDAs at the onset of the policy development, program conceptualisation or interventions; 5. Inadequate comprehensive measures to inculcate citizen-centric culture in government communication. 6. Lack of information integration mechanism cross government functions.
Resources and capabilities	1. Trained public communication and information officers. 2. Government digital platforms such as E-citizen, IFMIS, websites, social media handles etc; 3. The digital superhighway enhancing internet connectivity across the country and linking all government institutions; 4. Infrastructure, logistics equipment and tools for government communication such as MyGov, KBC, KNA and GAA 5. Financial capability: - government has capacity to determine how to allocate resources for executing its public communication mandate. It has the ability to amplify messages and fund comprehensive communication campaigns.	1. Inadequate budget allocation for executing the government communication. 2. Inadequate capacity amongst communication personnel in utilisation of the new media. 3. Inadequate public communication officers in MDAs. 4. Inadequate or obsolete communication equipment. 5. Limited investment and adoption of emerging technological trends in communication by government.

3.1.5 Analysis of Past Performance in National Government Communication

3.1.5.1 Key Communication Milestones

Over the years, the National Government made significant strides in enhancing its communication infrastructure and dissemination of public information. These milestones demonstrate the National Government's commitment to improve dissemination of public information, enhancing awareness, educating and engaging the citizens. The following key milestones have been achieved:

I Legislative and policy milestones

- a) **Access to Information Act, 2016:** The Act established a framework for public information dissemination and management.
- b) **Data Protection Act, 2019:** An Act of Parliament to give effect to Article 31(c) and (d) of the Constitution; to establish the Office of the Data Protection Commissioner; to make provision for the regulation of the processing of personal data; to provide for the rights of data subjects and obligations of data controllers and processors; and for connected purposes.
- c) **Computer Misuse and Cyber Crimes Act 2018:** An Act of Parliament to provide for offences relating to computer systems; to enable timely and effective detection, prohibition, prevention, response, investigation and prosecution of computer and cybercrimes; to facilitate international co-operation in dealing with computer and cybercrime matters; and for connected purposes.
- d) **Kenya Information and Communications (Amendment) Act, 2013:** An Act of Parliament to provide for the establishment of the Communications Commission of Kenya to facilitate the development of the information and communications sector (including broadcasting, multimedia, telecommunications and postal services) and electronic commerce, to provide for the transfer of the functions, powers, assets and liabilities of the Kenya Posts and Telecommunication Corporation to the Commission, the Telkom Kenya Limited and the Postal Corporation of Kenya, and for connected purposes.
- e) **Development of various policies in communications sector in Kenya:** National ICT Policy Guidelines 2020; National Information and Communications Technology (ICT) Policy, 2016; IPRAC Bill, 2019;
- f) **Various regulations in communications sector in Kenya:** (Broadcasting) Regulations, 2009; (Radio Communications and Frequency Spectrum) Regulations, 2010;

II Strategic frameworks and coordinated communication

- a) **Formation of National Development Implementation and Communication Cabinet Committee (NDICCC):** Streamlines and coordinates strategic communication across Government entities.

- b) **One Government One Voice approach:** Ensures a unified and consistent communication approach across all departments and agencies.

III Organizational establishments

- a) **Establishment of the Ministry of Information, Communication and The Digital Economy:** Mandated to manage the public communication function in Government by centralizing processing of information.
- b) **Office of the Government Spokesperson (OGS) 2004:** Disseminates Government information which has already been centralized and approved by the Ministry of ICT, enhancing transparency and accountability.
- c) **Office of Data Protection Commissioner (ODPC):** Oversees data privacy and protection in Government communications.

IV Infrastructure and technological enhancements

- a) **Enhanced communication infrastructure:** Significant investments to support efficient information dissemination.
- b) **Affordable smartphones roll-out:** Facilitates digital inclusion by providing affordable devices.
- c) **Improved internet connectivity:** Achieved 98% coverage of 2G-3G networks, supporting the digital economy.
- d) **Digital Hubs under KONZA:** Created 290 hubs to foster digital literacy and innovation.

V Digital and media developments

- a) **Digital Masterplan Development:** Guides the digital transformation of Government services and communications.
- b) **Television/Media Space Expansion:** Licensing of 357 operators increase diversity and reach.
- c) **Digital Broadcasting Transformation:** Enhances the quality and accessibility of Government communication.

VI Public engagement and capacity building

- a) **Creation of Kikao Forums:** Facilitates public engagement and feedback.
- b) **Ministries Capacity Building:** Provides training and resources for effective communication.
- c) **Online Content for Capacity Building:** Initiatives by Kenya Institute of Mass Communication (KIMC) enhance Government communicators' skills.

VII Specialized communication initiatives

- a) **Studio Mashinani Establishment:** Nurtures grassroots talent in content creation.
- b) **Translation and launch of MyGov Kiswahili Version:** Broadens access to Government information.
- c) **Development of Spokes CHAT GPT:** An innovative digital tool for enhanced public engagement.
- d) **Weekly narrative on Government Agenda:** Keeps the public informed about Government priorities.

VIII Collaborative efforts

- a) **Digital Platform Collaborations:** Partnerships amplify the reach and impact of Government communications.
- b) **Improved Inter-Agency Collaboration:** Streamlines communication efforts and ensures messaging consistency.

IX Monitoring and evaluation

- a) **Development of Digital Monitoring Tool:** Enables real-time tracking and assessment of communication activities, ensuring effectiveness and accountability.

3.1.5.2 Major Communication Challenges

The challenges/gaps in past performance in government communication are summarised below:

I Policy gaps:

- i) Weak policy, legal & regulatory framework to guide Government communication;
- ii) Unclear Government communication protocol;
- iii) Lack of communication guidelines for Government spokespersons;
- iv) Absence of official Government communication policy and strategy.

II Human resource gaps:

- i) Inadequate human capital including the mix of skill sets, resourcing, people, and autonomy to effect communication priorities.
- ii) Non-representation of communication personnel in meetings.

III Technological gaps

- i) Inadequate technology and equipment to keep up with a quickly evolving and dynamic landscape;
- ii) Social media and digital opportunities and risks;

IV Financial resources gaps:

- i) Inadequate resourcing for communication plans.
- ii) Inadequate budget/equipment/ resources

V Communication processes gaps

- i) There has been little effort to appreciate the National Government Communication context, often resulting into limited communication or overload of information.
- ii) There is always a thin line between the personality and the office that is communicating.
- iii) Content credibility and local talent;
- iv) Dysfunctional feedback and response mechanism.
- v) Non-strategic positioning of public communication.
- vi) Weak internal communications mechanisms leading to uncoordinated messaging hierarchy, conflicting messaging and public engagement.
- vii) Inadequate consciousness and intentional effort to manage Government brand health.
- viii) Lack of a crisis mitigation and business continuity mechanism for Government.
- ix) Mismatch between Government communication and messaging against actual Government outputs.
- x) Lack of stakeholder mapping to identify their needs.
- xi) Limited presence of Government officers in information platforms.
- xii) Improper messaging format, audience and channels.
- xiii) Absence of fact-checking mechanism to diffuse false information.

3.1.5.3 Significant Communication Lessons Learnt

A number of lessons have emerged, which will guide the National Government's approach to national communication, providing for effective engagement with diverse populace. These lessons underscore the importance of aligning communication efforts with national development goals and leveraging technology for inclusive outreach.

- i. **Strategic alignment:** Align communication efforts with national development goals; economic growth, social cohesion, and environmental sustainability to maximize impact and relevance.
- ii. **Monitoring and evaluation:** Establish mechanisms to assess communication effectiveness, tracking metrics like reach and engagement to inform future strategies.
- iii. **Integration of technology:** Embrace technology, including social media and AI, to effectively reach Kenya's diverse population, investing in digital literacy for equitable information access.
- iv. **Stakeholder engagement:** Engage stakeholders across society transparently, incorporating feedback to enhance trust and credibility.
- v. **Adaptability to socioeconomic and environmental factors:** Address Kenya's unique challenges through targeted communication, promoting environmental sustainability and addressing socioeconomic issues.
- vi. **Policy coherence and coordination:** Ensure consistency across Government communications to avoid confusion and enhance public understanding.
- vii. **Accountability and reporting:** Maintain transparency through regular reporting on communication outcomes, demonstrating accountability and guiding future strategies.

- viii. **Cultural and generational sensitivity and inclusivity:** Tailor messages that respect Kenya's cultural and generational diversity, using local languages and symbols to promote unity.
- ix. **Long-term planning and flexibility:** Develop flexible, long-term communication plans aligned with national development goals, anticipating and adapting to changing dynamics.

3.2 Stakeholder Analysis

Systematic identification of stakeholders, assessing their interests, influence and roles, helps the National Government to tailor communication efforts in order to foster collaboration, manage expectations, and achieve its agenda. This process not only enhances transparency and accountability but also ensures that communication initiatives resonate with key stakeholders, thereby maximizing their support and enhancing the overall effectiveness of Government messaging. As National Government navigates complex socio-political landscapes and technological advancements, stakeholder analysis serves as a foundational tool for informed decision-making and proactive engagement, crucial for achieving communication goals and fostering national cohesion. Stakeholders will be engaged throughout the program life cycle. The summary of the stakeholder analysis, interest and influence matrix is captured in **Table 3.2.1**.

Table 3.2.1: Stakeholder Matrix

	Stakeholder	Role	Stakeholder expectation	Government expectation
I	Government	Communicate to Citizens Develop and Implement policy and strategies	Timely Information	Participation
II	General Public	Consumers of government communication and information.	Truthful information, Transparency, Good governance	feedback
III	Academia, Research & Innovation Institutions	Analysis and insight provision	Simple delivery of technical or complex concepts	Objective analysis of data
IV	The Youth	Consumers of government communication	To be heard, Transparency Good governance, Accountability services,	Objective participation
V	State Parties (Member States)	Collaboration and partnership	Mutually beneficial engagements	Drive agendas that promote development and growth

No.	Stakeholder	Role	Interest	Influence
VI	Development Partners & International Organizations	Collaboration and partnership	Accountability Mutually beneficial partnerships	Transparency, Mutually beneficial partnerships
VII	Civil Society	advocate for good governance and transparency	Transparency and good governance	Objective in their role. transparency
VIII	Media	Create, and Disseminate, truthful information	Conducive regulatory environment	Objective and fair coverage
IX	Private Sector	Partnership and collaboration	Conducive operating environment	Adherence to policies, laws and regulations
X	Tax-Payers	Consumers of government communication and Paying taxes.	Timely information and fair taxation policies	Compliance
XI	Religious or Faith Groups	Spiritual nourishment, uphold moral and social values, advocate for justice	justice, accountability, fairness	Objective support of government initiatives
XII	Special Interest Groups, Professional Societies	Advocate for vulnerable groups interests, maintain professional standards	Timely communication, Conducive operating environment	Adherence to professionals code of conduct
XIII	Community Based Organizations (CBOs)	Engage in community development initiatives	Timely communication and support in community initiatives	Positively engaged communities and transparency
XIV	Politicians	To engage citizens objectively on Government initiatives	Transparency, Accountability and good governance	Objective political engagement

3.2.1 Analysis of Audience and Key Messages

The following considerations have been made when categorizing the National Government communication audience. The broad audience categorizations include:

- internal audience;
- the public categorised by demographics and socio-economic characterization;
- youth entrepreneurs (the hustlers);
- institutions;
- foreign nationals and entities;
- organized groups; and
- political class.

Further dissection of the above audience categories has been provided for ease of tailored communication messaging based on their key expectations, and adoption of the most suitable channels. Care must be observed to avoid over-communication which propagates mis-trust, and under-communication which creates void. Communication channels include:

- Internal memos, newsletters, e-mails, reports, letters, phone calls, Short Message Service alerts (SMS),
- Websites, intranet portals,
- Broadcast media, social media, print media, newspapers, digital media, academic journals,
- Meetings, workshops, barazas, town halls, schools, market centres, dispensaries, kamkunjis,
- Branded materials,
- Webinars, virtual conference platforms, conferences, collaboration platforms,
- Diplomatic channels, official letters, international meetings, and

embassies. The foregoing information has been summarised in a matrix in

Table 3.2.2.

Table 3.2.2: Audience and Messaging Matrix

Audience Category	Sub-category	Expectations	Channels	Key Message	Frequency
Internal audience	Office of the President	Regular updates on performance matters	Internal memos, e-mails, meetings, Reports, Letters, Website, Phone calls, intranet portals, workshops	Key updates, Feedback, Reports, milestones	On need basis
	Cabinet	Regular updates on performance matters	Internal memos, e-mails, meetings, Reports, Letters, Website, Phone calls, intranet portals, workshops	Key updates, Feedback, Reports, milestones, request for invitation, Call to action	On need basis
	Principal Secretaries	Regular updates on performance matters	Internal memos, e-mails, meetings, Reports, Letters, Website, Phone calls, intranet portals, workshops	Policy, daily operational info, Key updates, Feedback, Response, Reports, Call to action, Request for invitation, milestones	On need basis
	Ministries' staff	Update on policies, regular communication on activities and processes	Emails, Meetings, Newsletter, Reports, SMS, Letters, Website, Phone calls. Social Media, brand materials. Internal memos, intranet portals, workshops	Policy, daily operational info, Key updates, Feedback, Response, Reports, Call to action, Request for invitation, milestones	On need basis, weekly, monthly, quarterly, annually,
	Government Institutions/County Govts	Update on policies, regular communication on activities and processes, legislation, devolution	Emails, Meetings, Newsletter, Reports, SMS, Letters, Website, Phone calls. Social Media, brand materials. Internal memos, intranet portals, workshops	Policy, daily operational info, Key updates, Feedback, Response, Reports, Call to action, Request for invitation, milestones	Weekly, monthly, quarterly, annually,
The Public – by demographics	General Citizens 52.4m (KNBS, 2024 Projections)	All public communications	Broadcast Media, Meetings, Barazas, Town Halls, Print Media/ Digital Media/ SMS alerts, Schools, Market Centres,	Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action. Behaviour changes communication. Educational content, health advisories, job opportunities, social welfare programs	On need basis, monthly, quarterly
	The School-age 18.1m = 36.9% (KNBS, 2024 Projections)	Policy issues and matters concerning education, health and children affairs.	Broadcast Media, Print Media/ Digital Media	Educational content, health advisories, social welfare programs.	On need basis, monthly, quarterly
	The Gen Zs 15.7m = 30%	Communication on employment opportunities, education matters, governance, public finance and tax issues, and public services, development plans, health matters	Social Media, Broadcast Media, Branded Merchandise, Meetings, Newspaper. Print Media/ Digital Media (x-space, Facebook, Instagram)/ SMS alerts	Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action. Behaviour changes communication.	On need basis, monthly, quarterly
	The Millennials 10.3m = 19.6%	Communication on employment opportunities, education matters, governance, public finance and tax issues, and public services, development plans,	Social Media, Broadcast Media, Branded Merchandise, Meetings, Newspaper. Print Media/ Digital Media (x-space, Facebook, LinkedIn)/ SMS alerts	Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action. Behaviour changes communication.	On need basis, monthly, quarterly

Audience Category	Sub-category	Expectations	Channels	Key Message	Frequency
		health matters			
	Middle Age Citizens 5.48m= 9.8%	Public services, policy, employment, education for their children, health matters, retirement matters, political directions, development plans	Social Media, Broadcast Media, Branded Merchandise, Meetings, Town Halls, Newspaper. Print Media/ Digital Media/ SMS alerts	Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action. Behaviour changes communication. Educational content, health advisories, job opportunities, social welfare programs	On need basis, monthly, quarterly
	Senior Citizens and the elderly 2.6m=4.7%	Public services, health matters, pension issues	Social Media, Broadcast Media, Branded Merchandise, Meetings, Barazas, Town Halls, Newspaper. Print Media/ Digital Media/ SMS alerts	Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action. Behaviour changes communication. Health advisories, social welfare programs	On need basis, monthly, quarterly
The Public – by socio-economic categorization	Employed Population	Public finance, Tax policies, public services, governance, politics, health matters, development plans, favourable labour/employment policies	Social Media, Broadcast Media, Branded Merchandise, Meetings, Town Halls, Newspaper. Print Media/ Digital Media/ SMS alerts	Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action. Behaviour changes communication. Educational content, health advisories, job opportunities, social welfare programs	On need basis, monthly, quarterly
	Unemployed population	Employment matters, governance, public services, public finance, development plans, health matters, political affairs	Social Media, Broadcast Media, Branded Merchandise, Meetings, Barazas, Town Halls, Newspaper. Print Media/ Digital Media/ SMS alerts	Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action. Behaviour changes communication. Educational content, health advisories, job opportunities, social welfare programs	On need basis, monthly, quarterly
	Communities living in marginalized areas	Governance, public finance, sharing of resources, public services, health matters, development plans, plans for natural calamities	Social Media, Broadcast Media, Branded Merchandise, Meetings, Barazas, Town Halls, Newspaper. Print Media/ Digital Media/ SMS alerts	Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action. Behaviour changes communication. Educational content, health advisories, job opportunities, social welfare programs	On need basis, monthly, quarterly
	Persons living with disabilities	Governance, public finance, equity and equality, public services, employment opportunities, health matters,	Social Media, Broadcast Media, Branded Merchandise, Meetings, Barazas, Town Halls, Newspaper. Print Media/ Digital Media	Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action. Behaviour changes communication. Educational content, health advisories, job opportunities, social welfare programs	On need basis, monthly, quarterly
	People living and operating in rural areas	All public communications	Broadcast Media, Meetings, Barazas, Town Halls, Digital Media/ SMS alerts, Schools, Market Centres,	Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action. Behaviour changes communication. Educational content, health advisories, job opportunities, social welfare programs	On need basis, monthly, quarterly
	People living and	All public communications	Broadcast Media, Meetings, Town	Policy, Positioning, Feedback, Status	On need basis,

Audience Category	Sub-category	Expectations	Channels	Key Message	Frequency
	operating in towns and urban centres		Halls, Digital Media, SMS alerts, Schools, Market Centres, Kamkunjis	updates, invites to public participation, Call to action. Behaviour changes communication. Educational content, health advisories, job opportunities, social welfare programs	monthly, quarterly
	Women	All public communications	Broadcast Media, Meetings, Barazas, Town Halls, Digital Media/ SMS alerts, Schools, Market Centres,	Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action. Behaviour changes communication. Educational content, health advisories, job opportunities, social welfare programs, children education	On need basis, monthly, quarterly
Youth entrepreneurs (Hustlers)	Rural youth entrepreneurs	Taxation matters, public services, access to finance, conducive business environment, agricultural matters,	Social Media, Broadcast Media, Branded Merchandise, Meetings, Town Halls, Newspaper, Print Media/ Digital Media, Webinars.	-Regulatory changes, business incentives, market opportunities, Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action. Investment opportunities.	On need basis, monthly, quarterly
	Urban youth entrepreneurs	Taxation matters, public services, access to finance, conducive business environment, opportunities in tertiary sectors, business upscaling, fair public tendering opportunities	Social Media, Broadcast Media, Branded Merchandise, Meetings, Town Halls, Newspaper, Print Media/ Digital Media, Webinars.	-Regulatory changes, business incentives, market opportunities, public-private partnerships. -Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action. Investment opportunities, tendering opportunities	On need basis, monthly, quarterly
Institutions	Academia, Research & Innovation Institutions	Education, research and training policies, public finance, political goodwill, public services,	-Social Media, Broadcast Media, Branded Merchandise, Meetings, Town Halls, Newspaper. Print Media/ Digital Media -Academic journals, webinars, conferences, collaboration platforms, newsletters.	Policy, Research reports, Raw data, Status updates, Positioning, Feedback, Status updates, invites to public participation, Call to action. Behaviour changes communication. Brand material of academia.	On need basis, monthly, quarterly
	Civil Society and NGOs	Advocacy on particular issues, governance, public finance, health, environment, legal matters, Human rights updates, equity	Social Media, Broadcast Media, Branded Merchandise, Meetings, Town Halls, Newspaper, Print Media/ Digital Media, Webinars.	Policy, Research reports, Raw data, Status updates, Positioning, Feedback, Status updates, invites to public participation, Call to action. Behaviour changes communication. Brand material of academia, Human rights updates.	On need basis, monthly, quarterly
	Corporate sector	Trade and investment policies, public finance and tax issues, public services, political direction, labour issues,	Social Media, Broadcast Media, Branded Merchandise, Meetings, Town Halls, Newspaper, Print Media/ Digital Media, Webinars.	-Regulatory changes, business incentives, market opportunities, public-private partnerships. -Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action. Behaviour changes communication. Investment opportunities.	On need basis, monthly, quarterly

Audience Category	Sub-category	Expectations	Channels	Key Message	Frequency
	MSMES	Taxation matters, public services, access to finance, conducive business environment, agricultural matters	Social Media, Broadcast Media, Branded Merchandise, Meetings, Town Halls, Newspaper, Print Media/ Digital Media, Webinars.	-Regulatory changes, business incentives, market opportunities, public-private partnerships. -Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action. Investment opportunities.	On need basis, monthly, quarterly
	SMEs	Trade policies, public finance and taxation issues, public services, political direction, labour issues	Social Media, Broadcast Media, Branded Merchandise, Meetings, Town Halls, Newspaper, Print Media/ Digital Media, Webinars.	-Regulatory changes, business incentives, market opportunities, public-private partnerships. -Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action. Investment opportunities.	On need basis, monthly, quarterly
	Media owners and players	Governance, public services reports, research reports, raw data, Feedback, invites to public participation, Call to action. Behaviour changes communication. Brand material of academia, Human rights updates, Government achievements, announcements for media. Key Government updates.	Emails, SMS, Letters, Telephone, Social Media, Website, Newsletters, Webinars.	Policy, Research reports, Raw data, Status updates, Positioning, Feedback, Status updates, invites to public participation, Call to action. Behaviour changes communication. Brand material of academia, Human rights updates.	On need basis, monthly, quarterly
Foreign entities	State parties (Member states)	Foreign relations policies, trade and investment opportunities, collaborations, treaties	Diplomatic channels, official letters, international meetings, conferences, embassies. Emails, Letters, Digital Media, Phone calls, meetings, Social Media, Newsletters	-Bilateral agreements, policy coordination, international collaborations, trade negotiations. -Policy updates, diplomatic communication, security updates, investment opportunities updates, Status and position updates.	On need basis
	Development partners & International Organizations	Foreign relations policies, trade and investment opportunities, public finance, taxation policies, development plans	Diplomatic channels, official letters, international meetings, conferences, embassies. Emails, Letters, Digital Media, Phone calls, meetings, Social Media, Newsletters	Policy updates, diplomatic communication, security updates, investment opportunities updates, Status and position updates	On need basis
Organized Groups	CBO – Community Based Groups	Governance, public services, human rights, access to finance and empowerment opportunities	Social Media, Broadcast Media, Branded Merchandise, Meetings, Barazas, Town Halls, Newspaper. Print Media/ Digital Media	Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action. Behaviour changes communication.	On need basis, monthly, quarterly
	Religious or faith groups	Human rights, taxation policies, public services, governance, faith/religion	Social Media, Broadcast Media, Branded Merchandise, Meetings, Barazas, Town Halls, Newspaper. Print Media/ Digital Media	Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action. Behaviour changes communication.	On need basis, monthly, quarterly
	Trade Associations	Trade policies, sector-based	Social Media, Broadcast Media,	Policy, Positioning, Feedback, Status	On need basis,

Audience Category	Sub-category	Expectations	Channels	Key Message	Frequency
		policies, taxation, governance, public services, public finance,	Branded Merchandise, Meetings, Town Halls, Newspaper. Print Media/ Digital Media	updates, invites to public participation, Call to action.	biannually
	Professional associations	Governance, sector-based policies, public services, political issues,	Social Media, Broadcast Media, Branded Merchandise, Meetings, Town Halls, Newspaper. Print Media/ Digital Media	Policy, Positioning, Feedback, Status updates, invites to public participation, Call to action.	On need basis, biannually
Political Class	Members of parliament and senate	Governance, public services reports, development blue prints, foreign policy issues,	Emails, Meetings, Newsletter, Reports, SMS, Letters, Website, Phone calls. Social Media, brand materials. Internal memos, workshops	Policy, Key updates, Feedback, Response, Reports, Call to action, Request for invitation, Milestones	On need basis, quarterly
	Governors	Public finance, taxation policies, governance, devolution matters, legal issues, political issues,	Emails, Meetings, Newsletter, Reports, SMS, Letters, Website, Phone calls. Social Media, brand materials. Internal memos, workshops	Policy, Key updates, Feedback, Response, Reports, Call to action, Request for invitation, Milestones	On need basis, quarterly
	Members of County Assemblies	Public finance, taxation policies, governance, devolution matters, legal issues, political issues,	Emails, Meetings, Newsletter, Reports, SMS, Letters, Website, Phone calls. Social Media, brand materials. Internal memos, workshops	Policy, Key updates, Feedback, Response, Reports, Call to action, Request for invitation, Milestones	On need basis, quarterly

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

Chapter Overview

This chapter describes the communication strategic issues, goals and key result areas.

4.1 Strategic Issues

Strategic issues are underlying challenges or opportunities that warrant strategic intervention in order to address them (issues) or tap on them (opportunities) in order to achieve effective government communication. The broad strategic issues to be addressed by this Communication Strategy include:

4.1.1 Coordination of Government communication

Government communication is primarily anchored in MDAs. The current architecture has created silos which have in turn led to inconsistencies, verbosity and misinformation leading to public mistrust on Government. To bridge this gap, there's needs to establish a central depository where information from across Government will be processed for the development of appropriate compelling narratives for dissemination.

The depository should be structured to become the central source of accurate and truthful information on Government that is accessible in real time.

Limited coordination, untimeliness, incoherence and inconsistency in communication yields into low public trust that significantly hinders the effectiveness of National Government communication. Deliberate stone-deaf and failure to address issues of public interest further exacerbate the situation. The government communication tone depicts a culture of government-mindset instead of a citizen-centric mindset.

The disconnect between the Government and the public, unfulfilled promises made in public, misplaced public pronouncements, proliferation of misinformation, disinformation and mal-information, and the prevailing tight economic situation in the country further erode the Government brand and reputation.

To ensure success, a unified communication approach, trust-building initiatives, political support, economic sensitivity, cultural and demographic inclusivity, clear environmental communication, and data security measures are necessary. By focusing on these critical success factors, the Government can enhance the reach, effectiveness, and credibility of its communication efforts, ultimately fostering greater public engagement, trust and confidence. Towards this end, there is need to deploy structured coherent Government communication;

4.1.2 Dynamism and complexities in public communication eco- system

The Kenyan communication eco-system is fast evolving and vibrant. It is strongly shaped by technological, cultural, generational, political and economic factors. This dynamism is to be leveraged while addressing the complexities, ensuring inclusivity, transparency and adaptability in the governance and practice of communication.

Acknowledgement of the rapid technological advancements, diverse media landscape, social media and citizen journalism, youth innovations, political influence and economic disparities is a key issue that must be looked into.

Kenya operates in a global, regional and national context where different players have different interests. For national communication to make sense, these diverse interests and reality must be factored in.

Interests in different national, regional and global diversities call for appropriate strategic attention in terms of communication and messaging. Global and regional political ecosystem places Kenya in a position to balance their messaging between their close allies serving different interests.

The goal is to develop a responsive, proactive and agile public communication framework.

4.1.3 Crisis communication

Times of crisis, emergencies and risks call for synchronized, coordinated, accurate and coherent conveyance of information from any mandated Government institution or institutions. Government communication at such moments requires balanced information driven by data and facts, issued in a timely, consistent and responsive manner with respect to the situation.

4.1.4 Institutional capacity development

Inadequate funding, technological challenges, human resource capacity gaps and government communication architecture gaps contribute to ineffective public communication. These gaps limit objective public engagement, consequently alienating the citizens from objectively evaluating government policies, programs and projects from an informed perspective. The result is anti-government sentiments manifested through public demonstrations and media castigations which may culminate in anarchy.

Goal is to enhance institutional capacity for effective Government communication.

4.2 Strategic Goals

The overarching goal of this Strategy is to support implementation of the Constitution of Kenya through efficient, effective and coordinated public engagement. This will be demonstrated by improved public trust, knowledge, positive attitude and support for government policies, programs and projects.

Specific goals for this Strategy include the following:

- i. Deploy structured coherent Government communication;
- ii. Develop a responsive, proactive and agile public communication framework.
- iii. Develop a comprehensive crisis, emergency and risk communication framework.
- iv. Enhance institutional capacity for effective Government communication.

4.3 Key Result Areas

The Government Communication Strategy shall be delivered through the following broad Key Result Areas (KRAs).

- i. Communication governance framework;
- ii. Coherent government communication;
- iii. Competitive government communication;
- iv. Effective crisis communication; and
- v. Responsive institutional capacity for government communication.

The strategic issues, goals and KRAs are summarised in **Table 4.3.1**

Table 4.3.1: Summary of Strategic Issues, Goals and KRAs

Strategic Issue	Goal	KRAs
Coordination of National Government Communication	Deploy structured coherent Government communication	Communication governance framework
		Coherent Government communication
Dynamism and complexities in public communication eco- system	Enhance Government communication agility and responsiveness	Competitive Government Communication
Crisis communication	Upscale Government crisis communication	Effective crisis communication
Institutional capacity development	Enhance institutional capacity for effective Government communication	Responsive institutional capacity for public communication

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIC CHOICES

Chapter Overview

This chapter describes the communication strategic objectives, strategic choices, key messages, target audience and channels.

5.1 Strategic Objectives

The National Government communication objectives are outlined below. They strategic objectives will be pursued to deliver results in the thematic areas identified above. **Table 5.1.1** indicates projected outcomes for each strategic objective.

- i. To create a central depository and repository for Government Communication;
- ii. To develop a framework to deal with silos and ease sharing of and access to information within Government;
- iii. To develop and operationalize regulatory framework for professionalism and strategic positioning of the communication function and personnel;
- iv. To enhance synergy and coherence in Government communication;
- v. To create an agile and responsive citizen-centric culture in Government communication;
- vi. To positively profile the Government brand;
- vii. To leverage the opportunities that prolific media and Government communication assets present for competitive communication;
- viii. To develop a comprehensive crisis, emergency and risk communication framework; and
- ix. To build and strengthen the internal capacity for delivery of communication on Government programs.

Table 5.1.1: Outcome Projections

Key Result Areas (KRA)	Strategic Objective	Expected Outcome	Outcome indicator	Outcome Projections		
				2024/25	2025/26	2026/27
1. Communication governance framework	1. To create a central depository and repository for Government Communication	Centralized Government Communication	Tools that will enable real time access to Government information	Numbers of users – 20%	Base +40%	+ 60%
	2. To develop a framework to deal with silos and ease sharing of and access to information within Government	Enabling institutional framework	Framework developed	Number of users complying with the framework Base (20% of staff)	Base + 30%	Base + 50%
	3. To develop and operationalize regulatory framework for professionalism and strategic positioning of communication function and personnel	Strengthened internal capacity for delivery of communication on Government programs.	Regulatory framework developed	Compliance with regulatory framework established through an annual survey 10% adoption	Base + 20%	Base + 30%
4. Coherent government communication	4. To enhance synergy and coherence in Government communication	Synergized and coherent communication	-Level of public satisfaction and trust in Government initiatives (measured through surveys and polls). Synchronized annual content calendar deployed	Satisfaction: Base + 20%	+ 40%	+ 60%
		Reduced impact of Misinformation, Disinformation and Mal-information (MDM)	Enhanced reliance on Government information sources as measured through number of users accessing Government communication channels	Base + 20%	+ 40%	+ 60%
5. Competitive government communication	5. To create an agile and responsive citizen-centric culture in public	Increased citizen participation and engagement in Government initiatives.	Number of public forums/barazas, consultations, and feedback mechanisms	12-public online forums 12 physical forums	12-public online forums 12 physical	12-public online forums 12 physical

Key Result Areas (KRA)	Strategic Objective	Expected Outcome	Outcome indicator	Outcome Projections		
				2024/25	2025/26	2026/27
	communication.		established. Number of participants attending against expected number	in 47 counties 52 forums and talk shows Number of participants	forums in 47 counties 52 forums and talk shows Number of participants	forums in 47 counties 52 forums and talk shows Number of participants
	6. To positively profile the Government brand	Positive public perception of Government	Positive feedback on Government and its programs	Net Promoter Score of not less than 7	Net Promoter Score of not less than 7	Net Promoter Score of not less than 7
	7. To leverage the opportunities that prolific media and Government communication assets present for competitive communication	Better exposure and understanding of Government programs and policies	Improved coverage of Government in various media channels	Monthly, quarterly and annual analysis of media reports	Monthly, quarterly and annual analysis of media reports	Monthly, quarterly and annual analysis of media reports
8. Effective crisis communication	8. To develop a comprehensive crisis, emergency and risk communication framework	Well managed and proactive crisis communication	- Time taken to disseminate information following a crisis.	Average of 2 hours	Average of 2 hours	Average of 2 hours
		- Increased public awareness and compliance with emergency measures	- Public compliance rates with emergency measures (e.g., evacuation orders, health guidelines).	Average of 24 hours	Average of 12 hours	Average of 12 hours
9. Responsive institutional capacity for public communication	9. To build and strengthen the internal capacity for delivery of communication on Government programs.	Enhanced capabilities of communication teams.	Number of training programs and capacity-building workshops conducted.	6 trainings	4 trainings	4 trainings
		Modernized Government infrastructure	Number of communication units with modern equipment	Current Infrastructure asset inventory base +30%	Current infrastructure asset inventory base +50%	Current infrastructure asset inventory base +80%

5.2 Strategic Choices

Table 5.2.1 is a summary of strategies and tactics mapped to the communication strategic objectives.

Table 5.2.1: Strategic Objectives and Strategies

Key Result Area	Strategic Objective	Strategies
1. Communication governance framework	1. To create a central depository and repository for Government Communication	1.1. Development of a platform that serves as a one stop shop for government information
		1.2. Establishment of National Communication Centre (NCC) to ensure packaging, consistency & dissemination of Government messaging across all Government platforms.
	2. To develop a framework to deal with silos and ease sharing of and access to information within Government	2.1. Development of a coordination mechanism for government communication
		2.2. Development of relevant policies, operationalization and compliance
	3. To develop and operationalize regulatory framework for professionalism and strategic positioning of communication function and personnel	3.1. Strategic placement of communication teams in day to day government business
4. Coherent Government communication	4. To enhance synergy and coherence in Government communication	4.1. Fostering inter-ministerial communication collaboration to enhance government messaging
		4.2. Deploying clear, simple and consistent messaging
		4.3. Focusing communication to deliver on target markets, language, formats and channels.
5. Competitive Government Communication	5. To create an agile and responsive citizen-centric culture in public communication.	5.1. Enhance feedback mechanism
		5.2. Enhancement of staff ownership of government policy, programs and projects
		5.3. Inculcation of customer focused culture.
	6. To positively profile the Government brand	6.1. Consistent messaging of government achievements
	7. To leverage the opportunities that prolific media and Government communication assets present for competitive communication	7.1. Modernization of government communication assets
8. Effective crisis communication	8. To develop a comprehensive crisis, emergency and reputation risk communication framework	8.1. Institutionalization of crisis communication guidelines
9. Responsive institutional capacity for public communication	9. To build and strengthen the internal capacity for delivery of communication on Government programs.	9.1. Targeted regular training and upskilling of Communication Officers in government
		9.2. Tooling/equipping of communication staff
		9.3. Financial resourcing to enable strategy delivery

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

Chapter Overview

This chapter describes action plan, coordination framework and structure, required resources in terms of human capital, skills and competencies, sources of finance and strategies for mobilizing finances for effective implementation of this Strategy.

6.1 Action Plan

The Government Communication Strategy will be implemented over a period of three years effective 2024/2025 financial year to 2026/2027. A detailed action plan has been provided in tabular format under **Appendix I**. The implementation matrix outlines the objectives, strategies, key activities and expected outputs, output indicators, targets and timelines for implementation.

6.2 Coordination Framework

6.2.1 Proposed Institutional Framework

Whereas all Government institutions have a clear role and duty to disseminate public information within their respective mandates, the GCS (2024-2027) advocates for a consistent, accurately packaged and well-informed Government narrative and public engagement. The following institutions have been identified as core in implementation of the GCS (2024-2027).

1. The Presidency
2. Cabinet Committee;
3. Technical Implementation Committee for Principal Secretaries;
4. Ministry of Information, Communications and The Digital Economy;
5. The Government Spokesperson (GS)
6. Ministries, Departments and Agencies (MDAs);
7. National Government Administration Officers
8. Public Communication Departments;
9. Government media and private media.

EXECUTIVE OFFICE OF THE PRESIDENT

NATIONAL GOVERNMENT STRATEGIC COMMUNICATIONS COMMITTEE (N GSCC)

Chair: (H.E The Deputy President)

Vice Chair: Secretary to the Cabinet

MEMBERSHIP

Presidential Communication Service, Deputy Presidential
Communication Service, Prime CS Communication Service,
Office of Government Spokesperson, National Intelligence
Service, PS(ICT), PS(Broadcasting), PS(Interior)
PS(Treasury)

SECRETARIAT

Office of the Government Spokesperson and
National Communication Centre
(OGS&NCC)

NATIONAL TECHNICAL STRATEGIC WORKING GROUP

(KEPROBA, KBC, KIMC, CA, MCK, KYEB, ODPC,
CCU, GDS, NDOC, NCPWD, NYC, WRA, KNA)

Revamped MDAs Communication

6.3 Crisis, Emergency and Risk (CER) Communication

This is a public communication aimed at addressing crisis, emergency and risks situations. The communication should be done promptly in a well-coordinated manner, to keep the public informed and updated of the situation and guide them on appropriate actions. The Government should always ensure that information relayed during CER is well researched and accurate, and is consistent with statements issued earlier on the same situation. This communication will be handled through the Standing Committee on Crisis Communication. The Committee's secretariat shall be the National Communication Centre under the administration of the MICDE.

6.3 Managing Crisis, Emergency, and Risk Communication

Effective management of crisis, emergency, and risk communication requires a structured approach, integrating preparation, real-time response, and post-event evaluation.

Recommended Standing Committee on Crisis Communication

The Standing Committee on Crisis Communication comprises of the following:

1. The Principal Secretary, State Department for Broadcasting & Telecommunications - (Committee Chairman)
2. The Principal Secretary, State Department for ICT & Digital Economy - Member
3. The Principal Secretary, State Department for Interior & National Co-ordination – Member
4. The Principal Secretary, National Treasury - Member
5. The Principal Secretary, State Department for Foreign Affairs - Member
6. The Government Spokesperson – Member
7. The Secretary, Public Communication (Committee Secretary)
8. Principal Secretary of the concerned ministry/ministries.
9. Any other relevant officer/s seconded by Government on need basis.

Table 6.3.1 shows the key steps in managing these forms of communication by the National Government.

Table 6.3.1: CER Communication Steps

Phase	Action	Details
Preparation	Develop communication plans	Establish comprehensive communication plans outlining protocols, roles, and responsibilities. Regularly update and test.
	Training and capacity building	Provide training for Government officials and communication teams to handle high-pressure situations and deliver clear messages.
	Establish communication channels	Identify and set up multiple communication channels (e.g., digital media, social media, press releases, hotlines) for quick and effective reach.

Phase	Action	Details
Real-Time Response	Activate communication centre	Utilize a centralized hub to coordinate communication efforts for consistent and timely information dissemination.
	Provide timely updates	Regularly update the public with accurate information about the situation, actions taken, and expectations.
	Use clear and simple language	Ensure messages are easy to understand, avoiding technical jargon and using visual aids and infographics for clarity.
	Engage media and influencers	Collaborate with media outlets and trusted influencers to amplify messages and reach wider audiences.
	Monitor public sentiment	Use tools to track public opinion and feedback in real-time, adjusting strategies to address concerns and misinformation.
Post-Event Evaluation	Conduct post-event analysis	Review communication effectiveness, identify strengths and areas for improvement, and gather feedback from stakeholders and the public.
	Update communication plans	Revise communication plans based on lessons learned, incorporating new insights and best practices.
	Maintain public engagement	Continue engaging with the public, providing updates on recovery efforts and addressing ongoing concerns to rebuild trust

6.3.1 Information Dissemination Strategies

To ensure effective dissemination of information during crises, emergencies and risks, the National Government will deploy the strategies outlined in **Table 6.3.2.**

Table 6.3.2: CER Communication Strategies

Strategy	Tactic
Multi-channel communication	• Use of TV, radio, and newspapers to reach broad audiences; • Leverage on social media, websites, and mobile apps for real-time updates. • Organizing town hall meetings, webinars, and community events for direct public engagement.
Consistent messaging	• Ensuring all Government departments follow standardized messaging guidelines. • Providing frequent updates to keep the public informed and prevent rumours.
Transparency and honesty	• Being transparent about what is known and unknown. • Acknowledging mistakes promptly and outlining corrective actions.
Language	• Disseminate information using the two national languages and relevant local languages and sign language.

Community and stakeholder involvement	• Working with local leaders and organizations to disseminate information and gather feedback. • Involving experts in health, safety, and other relevant fields for credible information.
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6.4 Risk Management Framework

The Government Communication Strategy has identified and categorized the risks that may hinder the realization of this strategic plan. These risks are categorized and prioritized based on the likelihood of occurrence and expected impact. Table 6.4.1 below summarizes the risks mitigation framework.

Table 6.4.1: Risk Management Framework

S/No	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
001	Fast Evolving technology	H	H	H	• Investment in new technology • Recruitment of qualified personnel • Continuous capacity building • Partnership and collaboration • Continuous policy reviews and development
002	Inadequate funding	H	H	H	• Prioritization of activities • Develop Resource mobilization strategy • Embedding of Communication budget in all Government Programs • Policy position on funding of Government communication
003	Delayed disbursement	H	H	H	• Lobbying and advocacy for timely disbursement • Alternative funding sources

S/No	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
	Silo operations	H	H	H	• Unified and coordinated Government communications • Capacity building of key stakeholders

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

Chapter Overview

This chapter details financial resources required for effective implementation of the GCS, and strategies that will be deployed to mobilize the resources.

7.1 Financial Requirements

7.1.1 Implementation Budget

A comprehensive budget for implementing the strategy has been annexed. **Table 7.1.1** is a summary of the financial requirements for implementation of the Strategy. Total estimate for three years is **Ksh 2.8 billion**.

Table 7.1.1: Strategy Implementation Budget

Key Result Area	Strategic Objective	BUDGET IN KSh MN			
		2024/25	2025/26	2026/27	TOTAL
KRA 1	SO1	219.00	219.00	219.00	657.00
	SO2	219.00	219.00	219.00	657.00
	SO3	17.00	17.00	17.00	51.00
		236.00	236.00	236.00	708.00
KRA 2	SO4	301.52	301.52	301.52	904.56
		301.52	301.52	301.52	904.56
KRA 3	SO5	15.00	15.00	15.00	45.00
	SO6	200.00	200.00	200.00	600.00
	SO7	7.00	2.00	2.00	11.00
		222.00	217.00	217.00	656.00
KRA 4	SO8				
KRA 5	SO9	300.00	150.00	150.00	500.00
		300.00	150.00	150.00	500.00
TOTAL		1,059.52	904.52	904.52	2,768.56

7.1.2 Sources of Finance

The principle source of financial resource for implementing the GCS will be through budgets in the respective MDAs, MICDE, Office of the Government Spokesperson and Presidential Communication Services.

7.2 Resource Mobilization Strategies

Resources for strategy implementation will be mobilized through the listed strategies;

1. Grants from development partners.
2. Exchequer funding.
3. Appropriations In Aid (AIA)

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

Chapter Overview

Monitoring, evaluation and reporting framework outlines how progress of implementation of the Strategic Plan will be assessed. The chapter discusses monitoring of the Strategy, performance measures and evaluation.

8.1 Monitoring Framework

Monitoring implementation of the Government Communication Strategy will involve systematic tracking of activities to assess progress. This will include routine operational data collection and analysis to assess the implementation status for activities, and outputs. The instruments for monitoring include:

- Yearly work plans with targets, activities, outputs and performance indicators.
- Progress reports for each action/activity measured against specific pre-stated targets and schedules.
- Data capture formats or standardized data collection tools.
- Quarterly, half-yearly, and annual reporting.
- Using analysis results to inform decision-making and identify challenges.

8.2 Evaluation Framework

The GCS will be reviewed on annual basis to update strategies in line with new developments and trends. The review will also entail assessment of execution progress by measuring performance on key deliverables against the targets. The annual reviews will provide recommendations that would steer the strategy to the path of success.

At the end of the strategy period, an evaluation will be undertaken to assess the level of achievements of the outcomes and goals of the strategy. The end-term evaluation shall take into account feedback from diverse segments of the audience. The objectives of the end-term evaluation will include:

- i. Effectiveness: Assessing the impact of implemented communication programs.
- ii. Sustainability: Evaluating the sustainability of its achievements.
- iii. Challenges: Documenting challenges faced.
- iv. Lessons learned: Documenting and sharing lessons learned.

8.3 Reporting Framework and Feedback Mechanism

Reporting on the progress of implementation is crucial for adjusting implementation and measuring performance. Data collected from various performance indicators will be used to prepare annual progress reports on the strategy's implementation. The Annual Progress Report will analyse actions taken by MDAs towards achieving specific strategic objectives, including achievements, challenges, emerging issues, costs, benefits, and recommendations.

MDAs will report on the progress of achieving results and objectives based on the key indicators outlined in this Communication Strategy. Reports will be generated half-yearly and annually.

Each report shall include:

- i. Progress against planned targets.
- ii. Performance against the budget for each strategic objective.
- iii. Remarks on the variance between planned and actual targets.
- iv. Actions or resources required to address delays, if any.
- v. Implementation challenges.
- vi. Lessons learned.

APPENDICES

Appendix I: Implementation Matrix

Strategies	Activities	Output	Output Indicators	Annual Target			Annual Budget (KSh Mn)				Responsibility
				'24/25	'25/26	'26/27	'24/25	'25/26	'26/27	TOTAL	
Strategic Objective 1: To create a central depository and repository for Government Communication											
1.1 Development of a platform that serves as a one stop shop for government information	1.1.1. Create a centralized messaging repository	Repository created	No. of repository	1	0	0				-	MICDE
	1.1.2. Train communication teams in using the repository.	Trainings undertaken	% of officers trained	1	0	0	4.00	4.00	4.00	12.00	MICDE
	1.1.3. Regularly audit communications for adherence to guidelines.	Audits done	No. of audits	1	2	2				-	MICDE
1.2 Establishment of National Communication Centre (NCC) to ensure packaging, consistency & dissemination of Government messaging across all Government platforms.	1.2.1. Assemble the physical and technological infrastructure for NCC	Infrastructure for NCC assembled	Level of completion	1	1	1	15.00	15.00	15.00	45.00	MICDE
	1.2.2. Deploy and train officers for 24/7 operations.	Officers trained	% of trained officers	1	0	0				-	MICDE
	1.2.3. Undertake test-runs on effectiveness of the Centre	Test-runs done	No. of test runs	12	0	0				-	MICDE
	1.2.4. Operationalize NCC	NCC fully operationalized	Level of operationalization	100%	100%	100%	200.00	200.00	200.00	600.00	MICDE
Sub-Total							219.00	219.00	219.00	657.00	
Strategic Objective 2: To develop a framework to deal with silos and ease sharing of and access to information within government											
2.1 Development of a coordination mechanism for government communication	2.1.1 Establish guidelines on intra-government information sharing	Guidelines established	Level of establishment	100%							MICDE
	2.1.2 Implement intra-government information sharing	Guidelines implemented	Level of implementation	100%	100%	100%					MICDE
2.2 Development of relevant policies, operationalization and compliance	2.2.1 Develop Government Communication Policy	Policy developed	Level of development	100%							MICDE
	2.2.2 Implement the GCP	Policy implemented	Level of implementation	100%	100%	100%					MICDE
	2.2.3 Undertake periodic M&E of the policy implementation	M&E conducted	Annual M&E reports	1	1	1					MICDE
Sub-Total											

Strategies	Activities	Output	Output Indicators	Annual Target			Annual Budget (KSh Mn)				Responsibility
				'24/25	'25/26	'26/27	'24/25	'25/26	'26/27	TOTAL	
Strategic Objective 3: To develop and operationalize regulatory framework for professionalism and strategic positioning of communication function and personnel											
3.1 Strategic placement of communication teams in day to day government business	3.1.1. Build capacity of senior government officials and PCOs in public communication, brand management and use of digital platforms	Capacity building undertaken	No. of capacity building initiatives	4	4	4	10.00	10.00	10.00	30.00	MICDE
	3.1.2. Review roles, reporting and ranking of PCOs for effective delivery of communication function in MCDAs	Performance scheme for PCOs reviewed	Level of implementation	30%	80%	100%	2.00	2.00	2.00	6.00	MICDE
	3.1.3. Review equipment requirements for PCOs and implement	PCOs equipped with tools	% of PCOs equipped	30%	80%	100%	5.00	5.00	5.00	15.00	MICDE
	3.1.4. Undertake initiatives to ensure that Communication experts are included in project teams from inception.	Communication experts included in project teams	% of projects with comm experts.	100%	100%	100%				-	MICDE/MDCA s/PCS/OGS
	3.1.5 Lobbying for the relevant stakeholder to fast track the passage of the IPRAC bill into law	IPRAC law enacted	Level of implementation	100%							MICDE
Sub-Total							17.00	17.00	17.00	51.00	
Strategic Objective 4: To enhance synergy and coherence in Government communication											
4.1 Fostering inter-ministerial communication collaboration to enhance government messaging	4.1.2. Develop content calendar to co-ordinate and synergize government communication	Content calendar developed	No. of tailored messages developed	4	4	4				-	MICDE
	4.1.3 Develop content templates and guidelines outlining goals, target audiences, content types, and formats for each platform	Content templates and guidelines developed	Level of completion	100%						-	MICDE
	4.1.4. Produce multimedia contents using content guidelines (videos, infographics, articles, and interactive content tailored to each platform’s strengths)	Multimedia contents produced.	No. of contents	48	48	48				-	MICDE
4.2 Deploying clear, simple and consistent messaging	4.2.1. Develop audience-specific communication material	Communication material developed	No of material	5	5	5	50.00	50.00	50.00	150.00	MICDE

Strategies	Activities	Output	Output Indicators	Annual Target			Annual Budget (KSh Mn)				Responsibility
				'24/25	'25/26	'26/27	'24/25	'25/26	'26/27	TOTAL	
	4.2.2. Test messages with sample audiences for effectiveness.	Message testing done	No of tests	5	5	5				-	MICDE
	4.2.3. Disseminate information to the audience	Information disseminated	Frequency	12	12	12	250.00	250.00	250.00	750.00	OGS/MCDAs
4.3 Focusing communication to deliver on target markets, language, formats and channels.	4.3.1. Create a cohesive, audience-targeted, multi-channel communication plan.	Plan developed	No. of plans	4	4	4	1.00	1.00	1.00	3.00	MICDE/NCC
	4.3.2. Undertake consistent messaging across all channels.	Messaging undertaken	No. of channels	10	10	10				-	MICDE/NCC
	4.3.3. Monitor and analyse engagement across channels	Monitoring undertaken	No. of reports	10	10	10	0.52	0.52	0.52	1.56	MICDE/NCC
Sub-Total							301.52	301.52	301.52	904.56	
Strategic Objective 5: To create an agile and responsive citizen-centric culture in public communication											
5.1 Enhance feedback mechanism	5.1.1. Implement multiple channels for feedback collection.	Channels implemented	No. of channels	5	5	5				-	MICDE
	5.1.2. Regularly analyse feedback data and develop action plans	Feedback analysed and action plans developed	No. of reports	12	12	12				-	MICDE
	5.1.3. Communicate actions taken in response to feedback.	Communication issued	No. of communication bulletins	12	12	12				-	MICDE
5.2 Enhancement of staff ownership of government policy, programs and projects	5.2.1. Actively involve staff in the development and validation of proposed policy.	Staff participation	Level of staff participation	100%	100%	100%	1.00	1.00	1.00	3.00	MICDE/OGS/PCS/MCDAs
	5.2.2. Implement initiatives to promote culture of ownership and accountability.	Initiatives implemented	No. of initiatives	4	4	4	2.00	2.00	2.00	6.00	MICDE/OGS/PCS/MCDAs
	5.2.3. Provide regular updates on policy, program, and project progress.	Regular updates provided	Frequency	4	4	4	2.00	2.00	2.00	6.00	MICDE/OGS/PCS/MCDAs
5.3 Incultation of customer focused culture.	5.3.1. Implement customer service training programs.	Training programs implemented	No. of trainings conducted	4	4	4	2.00	2.00	2.00	6.00	MICDE/OGS/PCS/MCDAs
	5.3.2. Develop and promote customer service standards.	Standards developed	Level of implementation	100%	100%	100%	1.00	1.00	1.00	3.00	MICDE/OGS/PCS/MCDAs
	5.3.3. Regularly evaluate customer service practices.	Evaluation undertaken	No. of reports	2	2	2	1.00	1.00	1.00	3.00	MICDE/OGS/PCS/MCDAs

Strategies	Activities	Output	Output Indicators	Annual Target			Annual Budget (KSh Mn)				Responsibility
				'24/25	'25/26	'26/27	'24/25	'25/26	'26/27	TOTAL	
	5.3.4. Undertake customer satisfaction surveys	Surveys undertaken	Satisfaction index	85%	85%	85%	5.00	5.00	5.00	15.00	MICDE
	5.3.5. Recognize and reward exemplary customer service.	Recognition and reward	No. of reports	1	1	1	1.00	1.00	1.00	3.00	MICDE/OGS/PCS/MCDAs
Sub-Total							15.00	15.00	15.00	45.00	
Strategic Objective 6: To positively profile the Government brand											
6.1 Consistent messaging of government achievements	6.1.1. Prepare media engagement calendar	Engagement schedule prepared	No. of schedules	4	4	4				-	MICDE
	6.1.2. Organize media briefings and press conferences	Briefings and press conferences done	No. of briefings/conferences	48	48	48				-	PCS/OGS/MCDAs
	6.1.3. Promote achievements and success stories	Achievements stories generated	Frequency	12	12	12				-	PCS/OGS/MCDAs
	6.1.4. Undertake initiatives to promote national identity and culture	Promotional initiatives undertaken	No. of initiatives	4	4	4	100.00	100.00	100.00	300.00	PCS/OGS/MCDAs
	6.1.4. Identify and engage positive influencers to build government brand as brand ambassadors	Influencers engaged	No. of influencers	100%	100%	100%	100.00	100.00	100.00	300.00	PCS/OGS
Sub-Total							200.00	200.00	200.00	600.00	
Strategic Objective 7: To leverage the opportunities that prolific media and Government communication assets present for competitive communication											
7.1 Modernization of government communication assets	7.1.1. Evaluate and select the best digital tools for Public Engagement, Feedback Analysis, integration, analytics, social listening, and content management.	Digital tools selected.	No. of tools	5	0	0	5.00			5.00	MICDE/NCC
	7.1.2. Launch pilot projects to test the integration of emerging technologies like AI chatbots on existing platforms.	Pilot projects launched	No. of projects	2	2	2	2.00	2.00	2.00	6.00	MICDE/NCC
Sub-Total							7.00	2.00	2.00	11.00	
Strategic Objective 9: To develop a comprehensive crisis, emergency and reputation risk communication framework											
8.1 Institutionalization of crisis communication guidelines	8.1.1. Establish and implement protocols for crisis communication.	Protocols implemented	No. of reports	4	4	4				-	MICDE

Strategies	Activities	Output	Output Indicators	Annual Target			Annual Budget (KSh Mn)				Responsibility
				'24/25	'25/26	'26/27	'24/25	'25/26	'26/27	TOTAL	
	8.1.2. Adopt proactive crisis communication management	CER monitored	Level of compliance	100%	100%	100%				-	MICDE
	8.1.3 Embedding of Crisis Communication plan at planning level	CER embedded	Level of implementation	100%	100%	100%				-	MICDE/OGS/PCS/MCDAs
Strategic Objective #9: To build and strengthen the internal capacity for delivery of communication on Government programs.											
9.1 Targeted regular training and upskilling of Communication Officers in government	9.1.1 undertake TNA for PCO and IOs in government	TNA undertaken	TNA Report	1	1	1					MICDE
	9.1.2 Undertake regular capacity building for the PCOs and IOs	Capacity building undertaken	Proportion of trained staff	50%	75%	100%	200.00	100.00	100.00	400.00	MICDE
9.2 Tooling/equipping of communication staff	9.2.1. Audit gaps in tools and equipment required by PCOs and IOs	Audit conducted	Audit Reports	1	1	1				-	MICDE/OGS/PCS/MCDAs
	9.2.2. Procure tools and equipment as per the audit report	Tools/equipment resourced	% of implementation	50%	75%	100%	100.00	50.00	50.00	100.00	MICDE
9.3 Financial resourcing to enable strategy delivery	9.3.1 Identify and engage resource partners/funders for strategy implementation	Partners/funders identified and engaged	% of budget resources mobilized	100%	100%	100%					
Sub-Total							300.00	150.00	150.00	500.00	
GRAND TOTAL							1,059.52	904.52	904.52	2,768.56	

Appendix II: Detailed Annual Implementation Budget

Sub-strategy	Activities	Quantity & Cost	Total Cost (KSh)	Notes
Strategic Objective 1: To foster a culture of public engagement for public buy-in of Government agenda				
Strategy: 1.1 Customization and simplification of communication for segmented audiences				
1.1.1.1. Develop audience-specific communication material	Content development/Infographics	200 pieces X 1000	KSh 200,000 pm	Cost for designing Infographics
		Total	KSh 2,400,000 per year	
	Content development/review – audio for Radio	15 pieces X 30,000	KSh 450,000 pm	Cost for voice over and studio recording services for 4 productions (one per week)
		Total	Kshs. 5,400,000 per year	
	Content development – audio/visual for TV	15 pieces X 40,000	Kshs. 600,000 per month	Cost for shooting, voice over, studio editing and sign language interpretation (5 items)
		Total	Kshs. 7,200,000 per year	
	Creative production for TV	10 documentaries X 60,000	Kshs.600,000 per month	Department of Film Services cost of production of 5 documentaries. (Ask about sign language)
		Total	Kshs. 7,200,000 per year	
	Generate positive stories on Government agenda for print publication	20 articles X 10,000	Kshs.200,000 per month	Facilitation of 2 weekly articles in two dailies
		Total	Kshs. 2,400,000 per year	
	Development of content/messages for Social media platforms - TikTok, Instagram, Facebook, X, Telegram, YouTube.	Audio/visual - 10 pieces X 20,000	Kshs.200,000	Cost of development of 10 audio content
			Total	
		Content Development (Video in English, Kiswahili] - 10 pieces X 30,000	Kshs.300,000	Cost of development of 35 audio-visual (video) content in English and Kiswahili languages
			Total =	
		Vernacular languages - 30 pieces X 20,000	KSh. 600,000 per month	Cost of development of 35 audio-visual (video) content in vernacular languages
			Total =	
		Create digital posters - 400 posters X 1000=	Kshs. 400,000 per month	Cost of creating 240 digital information posters (infomercials)
		Total =	Kshs. 4,800,000 per year	
Create 3D Animations videos - 30 videos X 20,000=	Kshs.600,000 per month	Cost of creating 3D animations (20 items)		
	Total =		Kshs. 7,200,000 per year)	
Sub-Total			KSh 49,800,000 per year	
1.1.1.2. Test messages with sample audiences for effectiveness.	Test infographics, infomercials, billboards with sample audiences for effectiveness.	No cost		Share infographics, infomercials, billboards and mural designs on select WhatsApp groups.
1.1.1.3. Disseminate information to the audience	Verification of social media accounts	Total =	KSh. 18,000,000	Fees and charges on content dissemination in social media, websites, blogs, vlogs, online publications
	Sponsored content on Facebook, X, Instagram &YouTube			
	Share information on 7 Platforms (Facebook, X, Instagram, YouTube, Telegram, Threads, TikTok)			
	Use of bloggers & social media	Macro Influencers - 10 X	Kshs.1,000,000 per quarter	Cost of 20 influencers, who will drive the BCC

Sub-strategy	Activities	Quantity & Cost	Total Cost (KSh)	Notes
	influencers	100,000 =		Cost of 32 influencers to create hashtags and push them on social media
		Total	KSh 4,000,000 per year	
		Micro Influencers - 20X 50,000=	KSh. 1,000,000 per quarter	
		Total =	KSh 4,000,000 per year	
	Use of Outdoor Platforms	LED screens - 5 X 200,000=	Kshs.1,000,000 per quarter	Cost of use of 5 LED Digital Screens to sensitize the public for 1 month
		Total =	KSh 4,000,000 per year	
		Bill Boards - 10 X 200,000 =	KSh. 2,000,000 per quarter	
		Total =	KSh 8,000,000 per year	
	Activation of TVCs	5 X 2,400,000 =	KSh 12,000,000 per month	Weekly activation package on 5 major TV stations (KBC-Y254, KTN, NTV, CITIZEN TV, TV47) for 1 month
		Total =	KSh 48,000,000 per year	
	Activation of Radio Infomercials (National Stations)	10 X 1,600,000=	Kshs. 16,000,000 per quarter	Weekly activation (2 spots) package on 5 major Radio stations (KBC, Citizen, Radio Jambo, Classic, Radio Maisha)
		Total =	KSh 64,000,000 per year	
	Activation of Radio infomercials (Regional FM stations)	15 X 800,000=	Kshs. 12,000,000 per quarter	Weekly activation package on 30 regional Radio stations
		Total =	KSh 48,000,000 per year	
	Place strategic Government adverts in MyGov	52 X 1,000,000=	Kshs.52,000,000 per year	Place 2 adverts weekly in two dailies
SUBTOTAL			KSh 250,000,000 per year	

Strategy: 1.2 Deployment of multi-channel communication

1.2.1. Create a cohesive multi-channel communication plan.	Design a media engagement plan		KSh 1,000,000	The cost of facilitating a team to develop the plan
1.2.2. Undertake consistent messaging across all channels.	Deploy a multichannel communication plan	No cost		Sharing messages across all communication channels
1.2.3. Monitor and analyze engagement across channels	Media Monitoring (Digital Platforms)	No cost		Media monitoring to track daily communication activities and provide analyzed results on the coverage in digital platforms
	Media Monitoring (Print)	No cost		Media monitoring to track daily communication activities and provide analyzed results on the coverage in print media
	Media Monitoring (Broadcast)	No cost		Media monitoring to track daily communication activities and provide analyzed results on the coverage in broadcast media (Radio & TV)
	Media perception survey	No cost		Conduct a Media perception survey to gauge top of mind awareness on the Government in the minds of journalists and editors (To be done by Media Council)
	Government website monitoring	4 X 100,000 =	Kshs. 400,000 per year	Monitor the content in government websites to ascertain their operation, interactiveness and frequency of updates
	Social media analysis	4 X 30,000 =	Kshs.120,000 per year	Carry out social media analysis to assess public sentiments on government performance
SUB-TOTAL			KSh 1,520,000.00 per year	

Strategy: 1.3 Regular use of available public engagement forums to engage and respond to the targeted audience by key government officers. (Stakeholder

Sub-strategy	Activities	Quantity & Cost	Total Cost (KSh)	Notes
1.3.1. Initiate a national dialogue and truth and reconciliation efforts to heal divisions and foster patriotism.	Create public awareness on the need for national unity and patriotism	Handled through the multi-channel communication plan		Public awareness campaigns to convey patriotic messages
1.3.2. Schedule regular public forums and stakeholder events.	Organize public forums	8 regional public forums X 2,000,000 =	Kshs 16,000,000 per year	Cost of holding Regional public forums
1.3.3. Prepare key government officers with talking points and FAQs.	Develop briefs and FAQs on Government agenda (BETA)	No cost		Preparation of briefs and FAQs for all MDAs
1.3.4. Collect and respond to feedback from these events.	Prepare reports of public forums	8 Regional reports		Compile public forums analysis reports
1.3.5. Publicize event outcomes and actions taken in response to feedback.	Hold media briefings to publicize the analysis reports	4 briefings X 600,000 =	Kshs. 2,400,000 per year	Cost of 4 media breakfast meetings
SUB-TOTAL			KSh 18,400,000.00 per year	
Strategy: 1.4 Active collection, analysis and interpretation of public feedback and sentiments on government agenda				
1.4.1. Implement systems for continuous feedback collection (surveys, social media, etc.)	Conduct public perception survey	4 quarterly surveys		Publicize Government's actions on public & stakeholder concerns
	Carry out an online poll	4 quarterly polls		
1.4.2. Report findings to relevant MCDAs.	Briefings to MCDAs on websites and social media sites	4 briefings X 600,000 =	Kshs. 2,400,000 per year	Cost of 4 MCDAS breakfast meetings
1.4.3. Develop action plans based on feedback analysis.	Analyze public feedback and give appropriate recommendations to MCDAs			
SUB-TOTAL			Kshs. 2,400,000 per year	
Strategy: 1.5 Sectorial feedback mechanisms				
1.5.1. Establish dedicated feedback channels for each sector.				
1.5.2. Hold regular sector-specific feedback sessions.				
1.5.3. Incorporate sector feedback into policy and decision-making processes.				
Strategic Objective 2: To enhance synergy and coherence in government communication.				
Strategy: 2.1 Central management of Government messaging for uniformity and targeting.				
2.1.1 Create a centralized messaging repository.	Procurement of a system.			
2.1.2 Train communication teams in message consistency.	Training for the communications team for a week		KSh 4,000,000 per year	Annual training
2.1.3 Regularly audit communications for adherence to central guidelines.	Auditors to check on adherence to guidelines and policies			
SUB-TOTAL			Kshs. 4,000,000.00 per year	
Strategy: 2.2 Creation of a National Communication Centre to ensure packaging,				
2.2.1 Assemble the physical and technological infrastructure for NCC	Procuring equipment for the Centre (computers, printers, chairs etc.)		KSh 15,000,000 per year	Allocated annually

Sub-strategy	Activities	Quantity & Cost	Total Cost (KSh)	Notes
2.2.2 Deploy and train officers for 24/7 operations.	Training for officers			One-off training
2.2.3 Undertake test-runs on effectiveness of the NCC	Conduction of test runs by internal staff			Mid-term testing
2.2.4 Operationalize NCC	Running operations of the NCC		KSh 200,000,000 per year	
SUB-TOTAL			Kshs. 215,000,000.00 per year	
Strategic Objective 3: To promote and sustain positive Government brand and reputation locally and globally				
Strategy: 3.1. Adoption of uniform brand across all government communication and branded materials.				
3.1.1. Develop comprehensive branding guidelines	Workshop to develop guidelines		KSh 2,000,000	One-off workshop
3.1.2 Train all MCDAs (PCOs) on proper use of branding elements.	Training workshop		KSh 5,000,000	Allocated annually
3.1.3 Audit materials for brand consistency.	Conducting an in-house audit on how MDAs are using the Kenyan brand		KSh 1,000,000	Allocated annually
3.1.4 Develop branded templates and resources for easy adoption.	A joint team of the ministry and KEPROBA will develop the templates		KSh 2,000,000	Allocated annually
SUB-TOTAL			Kshs. 9,000,000.00	
Strategy: 3.2. Enhanced media relations				
3.2.1 Prepare media engagement calendar	A half-day meeting with OGS/PCS/MCDAs to prepare a media engagement calendar.			Monthly meetings
3.2.2 Organize media briefings and press conferences	Liaise with OGS/PCS/MCDAs to do joint media briefings and press conferences			Monthly
3.2.3 Promote achievements and success stories	Promote government achievements and successes through partnerships with the media (topical articles, opinion articles, documentaries, feature stories etc.)			Monthly
Strategy: 3.3. Proactive reputation management				
3.3.1 Undertake initiatives to promote national identity and culture	Organize themed events that encourage nationhood and promote culture (e.g. public service week)		KSh 8,333,000	Monthly
Strategy: 3.4. Use of public influencers and leaders to be brand ambassadors				
3.4.1 Identify and engage positive influencers to build government brand as brand ambassadors	Engage brand ambassadors and influential individuals for the country.		KSh 8,333,000	Monthly
3.4.2 Station communication experts within Kenyan embassies	Deployment of PCOs to Kenyan embassies through the Ministry of Foreign and Diaspora Affairs.		KSh 166,000	Monthly
Strategy: 3.5. Addressing corruption in public service				
3.5.1 Develop secure anonymous channels for raising corruption and	Establish a toll-free line, emails, and WhatsApp, for receiving info		KSh 2,000,000	Annualy

Sub-strategy	Activities	Quantity & Cost	Total Cost (KSh)	Notes
unethical behavior in Government institutions	anonymously			
3.5.2 Develop and disseminate consistent and clear anti-corruption messages within the Government institutions and in public	In-house content creation		KSh 8,333,000	Monthly
3.5.3 Regular updates of the public on measures taken to handle corruption cases	Hold regular press briefings and run adverts on anti-corruption efforts		KSh 1,666,000	Monthly
3.5.4 Undertake public corruption perception survey	Research to gauge the public perception of government anticorruption measures.		KSh 833,300	Monthly
Strategic Objective 4: To stem Misinformation, Disinformation and Mal-Information (MDM)				
Strategy: 4.1 Use of technological solutions				
4.1.1 Develop and deploy tools for the public to use for fact-checking	Procure a fit-for-purpose application to assist the public in fact-checking government information.			
4.1.2 Develop and deploy technological solutions such as AI algorithms to detect and flag misinformation.	Acquire tools such as apps and plug-ins to assist in handling MDM			
Strategy: 4.2. Media engagement				
4.2.1 Develop and implement counter-narratives and debunking	Correct public perception by giving the correct information about the government			
4.2.2 Engage media through provision of accurate information to debunk the misinformation.	Collaborate with the media to get the correct information about the government published.			
4.2.3 Implement and enforce regulations that hold platforms accountable for the spread of misinformation.	Liaise with other government agencies like CA to enforce the KICA regulations.			
Strategy: 4.3. Creation of strategic alliances/collaboration				
4.3.1 Identify credible civil society, academia, and technology companies to collaborate with on combating false information	Enhance stakeholder collaborations and partnerships to reduce MDM		KSh 833,333	Monthly
4.3.2 Develop and implement MoUs	Meetings		KSh 416,666	Monthly
Strategy: 4.4. Empower community leaders and influencers				
4.4.1 Equip community leaders, influencers, and educators with tools and resources to address misinformation within their communities.	Digitally empower stakeholders to handle MDM		KSh 1,666,666	Monthly
4.4.2 Undertake public sanitization and awareness campaigns	Creating public awareness through both mainstream and social media		KSh 4,166,666	Monthly
Strategic Objective 5: To create an agile and responsive/citizen-centric culture in public communication				
Strategy: 5.1 Enhance feedback mechanism				
5.1.1 Implement multiple channels for	Deploy digital tools for getting public			

Sub-strategy	Activities	Quantity & Cost	Total Cost (KSh)	Notes
feedback collection.	feedback on government performance. Eg: google forms, polls, Q/As			
5.1.2 Regularly analyse feedback data and develop action plans	Analyzing feedback and develop reports and making recommendations to MDAs			
5.1.3 Communicate actions taken in response to feedback				
Strategy: 5.2 Enhancement of staff ownership of government policy, programs and projects				
5.2.1 Actively involve staff in the development and validation of proposed policy	Utilize staff to verify and validate proposed government policies through internal communication channels		KSh 83,333	Monthly
5.2.2 Implement initiatives to promote culture of ownership and accountability.	Sensitize staff on proposed government policies and projects		KSh 166,666	Monthly
5.2.3 Provide regular updates on policy, program, and project progress.	Appraise staff on policies, programmes and projects through internal communication channels.		KSh 166,666	Monthly
Strategy: 5.3 Inculcation of customer focused culture.				
5.3.1 Implement customer service training programs.	Carry out staff training programmes for customer service		KSh 166,666	Monthly
5.3.2 Develop and promote customer service standards.	Develop customer service standards and disseminate them among staff.		KSh 83,333	Monthly
5.3.3 Regularly evaluate customer service practices	Develop and implement staff rewards system		KSh 83,333	Monthly
5.3.4 Undertake customer satisfaction polls	Conduct customer satisfaction polls		KSh 416,666	Monthly
5.3.5 Recognize and reward exemplary customer service.	Develop and implement a staff reward system		KSh 1,000,000	Annually
Strategy: 5.4 Brand positioning for the President (emphasis on listening, action, and empathy through enhanced feedback loops and visible responsiveness)				
5.4.1 Engage in regular public forums demonstrating caring, listening and action principles (online/physical)	Carry out public engagement forums eg barazas, X spaces, town hall meetings		KSh 833,333	Monthly
5.4.2 Create action plans to address issues raised during the engagements.	Develop an implementation matrix on issues raised by the public		KSh 83,333	Monthly
5.4.3 Develop dedicated presidential channel for receiving public feedback and communicating actions.	Utilize digital platforms for the President to engage public platforms		KSh 2,000,000	Annually
Strategic Objective 6: To deploy prompt, synchronized and effective communication during crisis, emergencies and risks.				
Strategy: 6.1 Use of Communication Command Centre				
6.1.1. Implement protocols for crisis communication.	Develop and implement protocols for handling of crises			
6.1.2. Monitor and manage communication during emergencies.	Utilize digital tools to gauge the effectiveness of communication during crisis			
Strategy: 6.2 Provision of public contacts/feedback gathering tools.				
6.2.1. Publicize contact information for feedback channels	Share with the public and stakeholders contacts of the NCC			
6.2.2. Collect feedback during CER and	Analyze feedback during CER to			

Sub-strategy	Activities	Quantity & Cost	Total Cost (KSh)	Notes
respond accordingly	enable appropriate response			
Strategic Objective 7: To strengthen internal capacity for delivery of communication on government programs				
Strategy: 7.1 Strategically position public communication in government.				
7.1.1. Develop NATIONAL COMMUNICATION POLICY that includes Digital Communication, standards & guidelines	Hold a one-week workshop for the national communication policy		5,000,000	One-off workshop
7.1.2. Build capacity of senior government officials and PCOs in public communication, brand management and use of digital platforms	Organize regular trainings for PCOs in the use of digital platforms (quarterly) and hold training sessions for seniors on brand management		2,500,000	Quarterly
7.1.3. Develop database of influencers (individuals and institutions) within the Government	Collect data on influencers within the government.		1,000,000	One-off
7.1.4. Develop engagement programs to regularly interact with influencers, provide them with information, and collaborate on campaigns	Hold regular briefings for influencers on the government agenda.		1,250,000	Monthly
7.1.5. Review roles, reporting and ranking of PCOs for effective delivery of communication function in MCDAs	Review for improvement of the staff organogram and the establishment of public communication in MDAs		166,666	Monthly
7.1.6. Review equipment requirements for PCOs and implement	Modernize equipment used by PCOs		5,000,000	Annually
Strategic Objective 8: To deliver consistent, accurate and data driven communication.				
Strategy: 8.1 Institutionalize internal communication aggregation and monitoring one-stop tracker portal.				
8.1.1. Develop and implement an internal communication tracker portal.	Procure an internal communication tracker portal			
8.1.2. Train staff on using the portal for aggregation and monitoring.	Training on any occurring updates			
8.1.3. Undertake regular updates and maintenance of the portal.	Constantly update the portal			
8.1.4. Escalate portal metrics to inform decision-making	Generate analysis reports for decision-making			
8.1.5. Undertake initiatives to ensure that Communication experts are included in project teams from inception.	Issue a circular for public communications to be included in planning process			
Strategy: 8.2 Implement tools for public sentiment analysis and media monitoring.				
8.2.1. Adopt tools for real-time sentiment analysis.	Procure digital tools for sentiment analysis			
8.2.2. Implement predictive analytics of data for pre-empted & proactive communication.	Utilize data analysis for effective communication			
8.2.3. Implement processes to ensure engagement, prompt feedback &	Utilize digital tools to engage the public effectively			

Sub-strategy	Activities	Quantity & Cost	Total Cost (KSh)	Notes
response to trending public issues.				
Strategic Objective 9: To inculcate a digital-first communication culture				
Strategy: 9.1 Strategic investment in local digital platforms				
9.1.1. Develop partnerships with local developers to develop and maintain digital platforms that cater specifically to Kenyan audiences	Engage start-ups to develop local digital platforms		20,000,000	Annually
9.1.2. Allocate funds/resources to support growth of indigenous digital platforms	Facilitate local startups		100,000,000	Annually
9.1.3. Deploy the platforms for public use	Utilize local digital platforms		166,666	Monthly
9.1.4. Monitor performance and engagement on these platforms.	Analyze performance reports on digital platforms		83,333	Monthly
Strategy: 9.2 Adoption and implementation of digital public engagement tools				
9.2.1. Conduct research to collect audience data and identify top digital platforms used by majority of the intended audience.	Carry out an audience survey		3,000,000 per year	
9.2.2. Create a content calendar to schedule regular posts, updates, and campaigns.	Develop a content calendar			
9.2.3. Develop content templates and guidelines outlining goals, target audiences, content types, and formats for each platform	Develop message standards and guidelines			
9.2.4. Produce multimedia contents using content guidelines (videos, infographics, articles, and interactive content tailored to each platform's strengths	Develop multimedia content			
9.2.5. Implement the tools for public engagement	Deploy digital tools			
9.2.6. Train staff on using these tools effectively	Train staff on using tools by holding training sessions			
9.2.7. Monitor and evaluate the effectiveness of these tools, and identify audience migration and preferences	Analyze the development and effectiveness of the digital tools			
Strategy: 9.3 Management of Government Digital Assets – such as Websites, Social Media, Mobile Applications, Email – Identity (Brand), Verification, Ownerships, Security				
9.3.1. Develop and enforce brand guidelines to ensure a consistent identity across all digital platforms.	Develop a brand manual with guidelines and standards		2,000,000	One-off
9.3.2. Implement verification processes for official government accounts to prevent impersonation	Develop and implement a digital communications policy		2,000,000	One-off
9.3.3. Maintain an inventory of all digital assets, including websites and social media accounts, to manage ownership and security effectively.	Develop and update a digital assets inventory		250,000	Monthly

Sub-strategy	Activities	Quantity & Cost	Total Cost (KSh)	Notes
Strategy: 9.4 Incorporation of emerging technologies on Government digital communication platforms				
9.4.1. Tool Assessment: Evaluate and select the best digital tools for Public Engagement, Feedback Analysis, integration, analytics, social listening, and content management.	Procure a public engagement feedback analysis tool		5,000,000	One-off
9.4.2. Launch pilot projects to test the integration of emerging technologies like AI chatbots on existing platforms.	Pilot Ai technologies		2,000,000	Annually
9.4.3. Partner with tech companies and research institutions to stay updated on the latest advancements and incorporate them into government platforms.	Partner with research institutions for the latest tech		2,000,000	Annually
9.4.4. Cybersecurity Audits: Conduct regular cybersecurity audits to identify and address vulnerabilities.	Audit cybersecurity systems		250,000	Quarterly
9.4.5. Provide training for officers on how to manage and utilize these emerging technologies effectively.	Train staff on the latest technologies		1,000,000	Bi-annual

Appendix III: Communication Plan Template for the Priority areas

The following are broad guidelines on the Bottom-up Economic Agenda (BETA). Each MDA is expected to develop detailed objectives based on its mandate and desired outcomes.

1. Agriculture

Objective: Increase public awareness and participation in agricultural reforms and programs.

Target Audience: Farmers, agribusinesses, cooperatives, youth, and development partners.

Key Messages:

- "Empowering farmers through innovation and subsidies."
- "Agriculture is the backbone of our economy; your success is Kenya's success."

Channels: Radio, TV, SMS platforms, agricultural fairs, and social media.

Timeline: Quarterly campaigns aligned with planting and harvest seasons.

Success Metrics: Increased uptake of government programs, farmer satisfaction surveys, and productivity reports.

2. Housing and Settlement

Objective: Promote affordable housing initiatives and enhance public-private partnerships.

Target Audience: Urban and rural communities, developers, financial institutions, and county governments.

Key Messages:

- "Affordable homes for every Kenyan family."
- "Invest in housing—building a better Kenya together."

Channels: National and regional media, public forums, brochures, and social media campaigns.

Timeline: Monthly updates and quarterly stakeholder meetings.

Success Metrics: Increased applications for affordable housing, number of housing units constructed, and public awareness levels.

3. Universal Healthcare

Objective: Educate the public on the benefits of universal healthcare and increase enrolment in SHIF.

Target Audience: Citizens, healthcare providers, county health departments, and NGOs.

Key Messages:

- "Accessible healthcare for all Kenyans."
- "Your health, our priority."

Channels: Health camps, SMS reminders, local radio, TV programs, and digital campaigns.

Timeline: Continuous campaigns with quarterly progress reviews.

Success Metrics: Enrolment rates in SHIF, patient satisfaction surveys, and improved health indicators.

4. Micro Small and Medium Enterprises

Objective: Boost awareness of government programs supporting small businesses and financial inclusion.

Target Audience: Entrepreneurs, small business owners, youth, women, and financial institutions.

Key Messages:

- "Empowering SMEs, driving Kenya's economy."
- "Access affordable credit and grow your business."

Channels: Workshops, webinars, media campaigns, and mobile apps.

Timeline: Biannual outreach programs and monthly updates.

Success Metrics: Increased SME registrations, loan uptake, and job creation.

5. Digital Superhighway and Creative Economy

Objective: Position Kenya as a hub for digital innovation and creative talent.

Target Audience: Tech entrepreneurs, artists, content creators, investors, and academia.

Key Messages:

- "Unleashing Kenya's digital and creative potential."
- "Innovate, create, and transform Kenya."

Channels: Social media, tech conferences, hackathons, and talent showcase.

Timeline: Biannual tech and creative expos with regular updates.

Success Metrics: Increased digital start-ups, international collaborations, and creative sector growth.

6. Climate Change

Objective: Raise awareness and promote actions to combat climate change and its impacts in Kenya.

Target Audience: Citizens, environmental organizations, policymakers, private sector, and youth groups.

Key Messages:

- "Act now for a sustainable and resilient Kenya."
- "Protecting our environment secures our future."

Channels: Social media campaigns, environmental forums, school outreach programs, and public service announcements.

Timeline: Annual campaigns tied to global environmental events and continuous advocacy.

Success Metrics: Increased tree planting initiatives, adoption of renewable energy solutions, and reduced carbon emissions.

Appendix IV: Government Communication Assets Report – January 2025

1. Background

The Ministry of Information, Communications, and the Digital Economy (MICDE) is tasked with facilitating effective communication and information dissemination across the government. Within the Ministry, the State Department for Broadcasting and Telecommunications (SDBT) plays a critical role in supporting this mandate.

Communication assets, which are instrumental in delivering the Ministry's objectives, are domiciled within the State Department's key Directorates and State Agencies (SAGAs). The Directorates include: Directorate of Public Communications (DPC), Kenya News Agency (KNA), Government Advertising Agency (GAA). Additionally, these assets extend to various State Agencies (SAGAs) under the Ministry, such as the Communications Authority (CA), National Communication Secretariat (NCS), Kenya Yearbook Editorial Board (KYEB), Media Council of Kenya (MCK), Postal Corporation of Kenya, Kenya Broadcasting Corporation (KBC) and the Kenya Institute of Mass Communication.

These communication assets encompass both human, physical and digital resources, including broadcasting facilities, media equipment, public relations materials, and modern technological infrastructure.

These Assets ensure the effective and efficient delivery of government communication on its mandate, projects and events in an accurate, factual, timely, and impactful manner to its citizens in order to get their buy-in, ownership, support for their successful implementation so as to further spur national development.

This ensures the government's corporate image, identity, visibility and reputation is positively enhanced to its publics for improved service delivery to its public.

The government, through MICDE and other stakeholders both public and private, have invested billions of shillings to enhance the capacity and efficiency of these assets. The Directorate of Public Communications (DPC), where all Public Communications Officers are domiciled in particular, is mandated to:

- a. Formulate and implement public communication policies and strategies.
- b. Disseminate government information and promote access to information for all citizens.
- c. Strengthen national cohesion and public trust through accurate and consistent messaging.

This report provides a comprehensive overview of the government's communication assets, their uses, and their strategic importance in achieving national objectives as

espoused in the BETA plan. A detailed annex of these assets, organized by Directorate and State Agencies, is attached for further reference.

2. Communication Assets Overview (State Department for Broadcasting & Telecommunications)

a) Directorates

i. Directorate of Public Communications (DPC):

- Responsible for designing key government messaging and dissemination on social media platforms, media relations, digital communication management, and public engagement.
- Key assets include public communication officers, media monitoring tools, press briefing facilities, and digital communication platforms.

ii. Kenya News Agency (KNA):

- Acts as the primary news-gathering and dissemination arm of the government.
- Assets include reporting equipment, information officers, satellite services, and field offices spread across 47 counties for real-time news coverage.

iii. Government Advertising Agency (GAA):

- Centralizes the planning and management of government advertising across various media platforms.
- Key focus is on ensuring equitable distribution of advertisements and maintaining transparency in media procurement, weekly production of MyGov highlighting government projects and programmes.

iv. National Communication Secretariat (NCS):

- Provides strategic and policy guidance on communication matters.
- Focuses on research, advisory functions, and implementation of national communication frameworks in collaboration with other government entities.

b) State Agencies (SAGAs)

i. Communications Authority (CA):

- Regulates the communications sector, ensuring efficient use of resources such as frequencies for broadcasting and telecommunications.
- Key assets include frequency management systems and monitoring facilities, human capital.

ii. Kenya Institute of Mass Communication (KIMC):

- Provides training and capacity building for media and communication professionals.
- Assets include modern training facilities, studios, and production equipment

- iii. Kenya Yearbook Editorial Board (KYEB):**
 - Responsible for publishing the Kenya Yearbook, which documents the country's achievements and development milestones.
 - Assets include editorial offices, publishing equipment, and digital platforms for distributing yearbook content.
- iv. Kenya Broadcasting Corporation (KBC):**
 - The government-owned national broadcaster tasked with disseminating news, entertainment, and educational content.
 - Assets include broadcasting studios, transmitters, field reporting equipment and staff.
- v. Media Council of Kenya (MCK):**
 - Promotes and regulates ethical journalism in Kenya.
 - Assets include training facilities, media accreditation systems, and frameworks for resolving media disputes and staff.
- vi. Postal Corporation of Kenya (PCK):**
 - Responsible for providing reliable postal and courier services across the country.
 - Assets include a vast network of post offices, delivery infrastructure, and digital communication platforms, staff and Posta Pay
- vii. Universal Service Fund Advisory Council:**
 - Oversees initiatives to bridge the digital divide and promote universal access to ICT services across Kenya.
 - Assets include funding mechanisms and ICT infrastructure development projects targeting underserved areas.

6.4

