REPUBLIC OF KENYA

MINISTRY OF INFORMATION, COMMUNICATIONS AND THE DIGITAL ECONOMY
STATE DEPARTMENT FOR BROADCASTING AND TELECOMMUNICATIONS

DRAFT
NATIONAL COMMUNICATION POLICY

ENHANCING TRUST IN GOVERNMENT

JANUARY 2026

FOREWORD

Public communication plays a vital role in the effective functioning of government. It enhances transparency, fosters citizen engagement, and builds public trust by ensuring that accurate, timely, and relevant information is accessible to all. In an increasingly interconnected and digital society, strategic public communication is essential for policy awareness, civic participation, and national cohesion and development.

This National Communication Policy provides a framework to guide the communication functions of the national government across ministries, departments, and agencies. It outlines standards and procedures for effective communication with the public, ensuring consistency, credibility, and responsiveness in how the government shares information and receives feedback.

Executive Order No. 1 of 2025 organizes the government placing specific mandates and responsibilities to various ministries and state departments. The function of public communication is assigned to the State Department for Broadcasting and Telecommunications, under the Ministry of Information, Communications and the Digital Economy (MICDE). Under this framework, the public communication function is coordinated across MDAs to support the delivery of government services in the realization of national development goals.

This Policy is the product of a consultative and iterative process that commenced after recommendations of the Report of the *Taskforce on the Improvement of Government Information and Public Communication (2019)*. The Policy is intended to streamline public communication within the context of a fast-evolving public communication terrain.

The Policy establishes a framework to guide and standardize communication of government policies, programs and projects. It also provides a framework for crisis, emergency, and risk communication and management in government. It acknowledges the importance of the conventional media while recognizing the growing significance of new media in public communication, thereby underscoring the need for strengthening government capacity for proactive communication and effective stakeholder management.

The Ministry of Information, Communications and the Digital Economy reaffirms its full commitment to the implementation of this Policy as an essential instrument for enhancing communication, strengthening public trust, and advancing the national development agenda.

Hon. William Kabogo Gitau, EGH
Cabinet Secretary
Ministry of Information, Communications, and the Digital Economy

PREFACE

Public communication is a cornerstone of democratic governance. It enables transparency, accountability, and citizen engagement, allowing the public to access timely and accurate information about government programs, services, and policies. In a fast-changing media and technology landscape, effective communication is essential for fostering trust, enhancing service delivery, and strengthening national unity.

The National Communication Policy has been developed to streamline and strengthen government communication across all levels and sectors. It seeks to ensure coherence, professionalism, and responsiveness in public communication and to institutionalize structures and procedures for strategic engagement with stakeholders.

The Policy responds to the need for a more coordinated and inclusive government communication framework that ensures messages from government entities are consistent, credible, and impactful. It aims to facilitate citizen participation in governance, promote national values, and enhance the delivery of services through improved information access.

The development of this Policy was a collaborative and consultative effort involving various stakeholders. A Multi-agency Technical Committee was established to steer the process, including reviewing previous reports, existing policy, legal and regulatory instruments (see references); and receiving, evaluating and incorporating public participation feedback. The Technical Committee was guided by Public Policy Handbook (2024) in developing both the content and structure of the Policy.

The Ministry of Information, Communications, and the Digital Economy, through the State Department for Broadcasting and Telecommunications, acknowledges the technical and professional expertise of the Technical Committee on Strategic Government Communications, the MDAs, institutional stakeholders, and the various publics who provided invaluable feedback in form of proposals and recommendations. Their collective contribution has resulted in the development of robust, people-centered, and coherent Government Communication Policy that aligned with national development goals.

It is my sincere belief that this Policy will support the government's efforts to enhance public participation, improve communication standards, and contribute to the realization of a high quality of life for all Kenyans.

Stephen M. Isaboke, EBS
Principal Secretary
State Department for Broadcasting and Telecommunications
Ministry of Information, Communications and The Digital Economy

ACRONYMS AND ABBREVIATIONS

ACHPR	African Charter on Human and Peoples' Rights
AfCFTA	African Continental Free Trade Area
AG	Attorney General
AU	African Union
AUC	African Union Commission
BBC	British Broadcasting Corporation
BETA	Bottom-Up Transformation Agenda
EAC	East African Community
GoK	Government of Kenya
ICCPR	International Covenant on Civil and Political Rights
ICT	Information Communication Technology
KANU	Kenya African National Union
KBC	Kenya Broadcasting Corporation
KICA	Kenya Information and Communications Act
KNA	Kenya News Agency
KPI	Key Performance Indicators
MDA	Ministries, Departments and Agencies
MICDE	Ministry of Information, Communications and the Digital Economy
MINA	Ministry of Interior and National Administration
MSME	Micro, Small Medium Enterprises
MTP	Medium Term Plan
NCC	National Communication Centre
NCP	National Communication Policy
NGAO	National Government Administration Officer
NTEP	National Treasury and Economic Planning
OECD	Organization for Economic Co-operation and Development
OGS	Office of the Government Spokesperson
PCS	Presidential Communication Service
SDBT	State Department for Broadcasting and Telecommunications
SDG	Sustainable Development Goals

SDICT	State Department for ICT and Digital Economy
SDPA	State Department for Parliamentary Affairs
UN	United Nations
VoK	Voice of Kenya
WTO	World Trade Organization

TABLE OF CONTENTS

FOREWORD 2
PREFACE 3
ACRONYMS AND ABBREVIATIONS 4
1.0 INTRODUCTION 1
1.0 Background 1
1.1 Government Communication in Kenya 2
1.2 Policy Issue Identification 4
1.3 Rationale 5
1.4 Policy Goal and Objectives 6
1.5 Scope of the Policy 6
2.0 SITUATIONAL ANALYSIS 7
2.1 Evolution of Government Communication in Kenya 7
2.2 Key Gaps That Hinder Effective Government Communication 9
3.0 PUBLIC COMMUNICATION POLICY STATEMENTS 11
3.1 Develop a Framework for Coordinated, Harmonized and Unified Government Communication 11
3.2 Establish an appropriate strategic mechanism for an operational, institutional and regulatory framework to enhance efficiency in the administration of Government Communication 11
3.3 Adequately resource the government communication function 12
3.4 Develop a robust crisis communication framework 13
3.5 Promote and sustain the Government brand and reputation locally and globally 13
3.6 Harness the media ecosystem in government communication 13
4.0 FRAMEWORK FOR IMPLEMENTING THE COMMUNICATION POLICY 14
4.1 Coordination Implementation Framework and Administrative Mechanisms 14
4.2 Legal and Regulatory Framework 14
4.3 Existing Laws and Alignment with the Proposed Policy 15
4.3 Relevant Laws and Regulations Supporting Implementation 15
4.4 International Conventions and Treaties 17
4.5 Legislative Proposals to Support the Policy 18
4.6 Funding Arrangements 18
5.0 MONITORING, EVALUATION, REPORTING AND LEARNING 18
5.1 Policy Monitoring 18
5.2 Policy Evaluation 20

5.3 Policy Reporting **21**
5.4 Learning **21**
6. POLICY REVIEW **22**

1.0 INTRODUCTION

1.0 Background

Government public communication refers to the processes, strategies, and activities used by government entities to disseminate information, engage with citizens, and facilitate transparency, accountability and public participation in governance. It includes all forms of communication (print, broadcast, digital, interpersonal) undertaken by government institutions to share policies, decisions, programs and services with the public.

Communication is a key component of good governance and is necessary in a democratic system to ensure transparency and accountability on the part of the government, and informed decision-making on the part of the citizens. Public communication aims to bridge the gap between the government and its citizens, ensuring that people are well-informed about their rights, responsibilities, and opportunities to participate in national development. Effective communication facilitates the flow of information between the various arms of government, government institutions, citizens and other stakeholders.

World over, government communication is touted to promote transparency and accountability; facilitate public participation; enhance public awareness and education; build national cohesion and unity; support policy implementation; strengthen crisis management, promote development and innovation, counteract misinformation and fake news, improve government-citizen relationships, and ensure inclusivity and equity.

Essentially, government public communication is vital for the effective functioning of a democracy. By fostering transparency, accountability, and public engagement they ensure that governance is responsive, inclusive, and aligned with citizens' needs. In an increasingly interconnected world, strategic and effective public communication is key to building trust, enhancing governance, and achieving sustainable development goals.

Effective Government communication is expected to inform the public about government's policies, programmes and projects, foster dialogue between citizens and government and help shape positive public opinion. It is through good communication that governments build trust, promote patriotism and social cohesion, and manage crises as they inform citizens about their rights, responsibilities and the functions of the State.

Kenya's public communication function is integral to the success of its development agenda, aligning global, regional, and local priorities. By fostering inclusivity, leveraging technology, and ensuring transparency, public communication can effectively mobilize citizen participation, monitor progress, and ensure accountability in achieving Kenya's Vision 2030 and obligations under these frameworks.

The frameworks include the United Nations (UN) Agenda 2030 Sustainable Development Goals (SDGs); the African Union (AU) Agenda 2063 - "The Africa We Want"; the East African Community (EAC) Vision 2050 of a "prosperous competitive, secure, and politically united East Africa"; and Organization for Economic Co-operation and Development's (OECD) Good Practice Principles for Public Communication Responses to Mis- and Disinformation.

1.1 Government Communication in Kenya

The centrality of public communication in Kenya's Vision of "A globally competitive and prosperous nation with a high quality of life by 2030" is demonstrable in engaging stakeholders in flagship projects and mobilizing public support for key initiatives like universal health coverage, affordable housing, and industrialization.

The Fourth Medium Term Plan (MTP IV) serves the penultimate phase of the Kenya Vision 2030 which is a dovetail of the Bottom Up Economic Transformation Agenda (BETA) in which public communication is pivotal in mobilizing public support for the government's bottom-up approach, focusing on empowering micro, small and medium enterprises (MSMEs), farmers, and marginalized groups; communicating the government's progress on key areas such as job creation, affordable credit, and agricultural productivity; and addressing misinformation and building trust in the government's economic agenda.

Public communication is central to creating awareness of the UN's 17 SDGs and their targets among citizens, stakeholders, and institutions by way of promoting initiatives such as poverty alleviation, gender equality, education, and climate action through public campaigns. As regards the African Union Agenda 2063, public communication plays a role in highlighting Kenya's contributions to AU initiatives such as free trade under the African Continental Free Trade Area (AfCFTA), youth empowerment, and governance reforms.

On the East African Community (EAC) Vision 2050, public communication plays a role in informing citizens about Kenya's role in fostering regional integration, economic growth, and infrastructural development as well as encouraging public participation in cross-border initiatives like trade facilitation, infrastructure projects, and regional peace-building.

Lastly, Kenya's public communication is central to the Government's response to the upsurge of mis- and disinformation, including fake news. The OECD's Good Practice Principles for Public Communication Responses to Mis- and Disinformation outlines key principles of public communication including institutionalization, public interest driven, future-proofing and professionalization, transparency, timeliness, prevention, evidence-based, inclusiveness, and whole-of-society collaboration.

Kenya's public communication has received policy attention since pre-independence times which has witnessed its development and practice evolve through significant milestones. Public communication during the pre-independence period (before 1963) was heavily influenced by colonial interests, with minimal citizen involvement and the communication systems primarily served administrative purposes. In the post-independence era (1963-1990s), the government dominated public communication, with a focus on nation-building and state messaging.

During this period, the Kenya Broadcasting Corporation (KBC) and government publications were primary tools for disseminating information. The 1990s also witnessed liberalization of Kenya's communication sector which allowed proliferation of private media and emergence of alternative communication channels. Independent radio and television stations, as well as community-based initiatives, provided platforms for more diverse voices. Civil society organizations began using public communication as a tool for advocacy and awareness.

The Kenya Information and Communications Act (KICA) (1998) heralded the role of public communication in governance through formalization of the regulation of public communication which led to establishment of the Communications Commission of Kenya (now the Communications Authority of Kenya) with a focus on improving access to information through expanded infrastructure.

The Information and Communication Technology Sector Policy Guidelines (2006) aimed to harness information and communication technology for development with key objectives being promotion of investment in ICT infrastructure; enhancement of access to ICT services across the country; and support for innovation and research in ICT.

The promulgation of the Constitution of Kenya 2010 further entrenched the role of public communication in governance through provision of a robust framework for government communication, emphasizing transparency, accountability, access to information, and public participation as provided in various articles among them Article 35 on access to information, Article 33 on freedom of expression, Article 10(2) on public participation, Article 34 on freedom of the media, Article 232 on accountability and transparency, Article 6(3) on devolution and communication, Article 56 on protection of minorities and marginalized groups, and Articles 73-80 on leadership and integrity.

Therefore, the constitutional provisions collectively mandate the Kenyan government to: ensure that communication is inclusive, accessible, and relevant to all demographics, including marginalized groups; foster a culture of transparency by proactively disseminating information of public interest; engage citizens meaningfully in governance processes through open and participatory communication; and respect freedom of expression and the media while maintaining boundaries against harmful speech.

These provisions establish government communication as a critical tool for fostering good governance, enhancing public trust, and ensuring accountability in Kenya.

In 2019, the Information and Communication Technology Sector Policy Guidelines (2006) was reviewed and updated to National ICT Policy (2019) to address emerging issues, data protection and cybersecurity; growth of the digital economy; and increased penetration of broadband and mobile services. Additionally, the policy encouraged public-private partnerships and innovation.

While public communication has received policy attention since pre-independence times and despite the various government efforts and achievements, there has never been an approved policy to guide government public communication. This lacuna, together with a myriad of challenges have resulted in public communication failing to achieve the intended purposes.

These challenges relate to: unprecedented upsurge of mis- and disinformation, conflicting narratives and fake news; instances of discordant, fragmented and inconsistent messaging within government; inadequate skills among government communication officers; ineffective mechanisms to combat misinformation and fake news, especially on social media platforms; lack of citizen engagement and feedback systems, resulting in a one-way communication flow; a perception of bias and propaganda in government messaging, undermining trust and credibility; weak crisis communication systems; lack of timeliness, accuracy, and believability; inadequate transparency and accountability; slow adoption of innovation; and low public awareness and engagement.

Revitalization and repositioning of public communication through robust and innovative policy interventions can guarantee government the competitiveness in shaping the narrative within public domain and become the single trusted source of truth on government policies, programmes, and projects in a manner that underscores government's constitutional mandate of upholding good governance in the conduct of public affairs and serving the citizenry.

1.2 Policy Issue Identification

Despite the growing importance of public communication in a democratic society and the numerous legal and policy frameworks that touch upon it, the Government of Kenya lacks a specific and overarching policy document to guide government communication practices.

This lack of a dedicated policy framework has resulted in several challenges, which are documented in a 2019 report on *the improvement of Government Information and Public communications; Winning Public Trust* as highlighted below:

i. **Inconsistent messaging:** Different government agencies may convey conflicting or contradictory messages, leading to confusion and distrust among citizens.
ii. **Inadequate professional capacity:** Government communication officers lack the necessary skills and training to effectively communicate with the public.
iii. **Sub-optimal institutional capacity:** infrastructural inadequacies and minimal technical innovation compound the challenges that the government faces in communication.
iv. **Weak crisis communication:** The government is ill-prepared to respond effectively to crises, such as natural disasters or public health emergencies.
v. **Low public trust:** Inconsistent messaging, lack of transparency, and the spread of mis- and disinformation erode public trust in the government. Additionally, the government lacks sufficient national feedback mechanisms and lack of timely response to issues raised by citizens.

The policy emphasizes the need for a comprehensive framework to address these challenges and ensure that government communication is:

i. **Effective:** Clearly communicating government policies, programs, and projects to the public; restore public trust, strengthen institutional credibility.
ii. **Transparent:** Providing timely and accurate information to citizens; uphold the principles of transparency and accountability that are foundational to a thriving democracy.
iii. **Accountable:** Ensuring that government communication is ethical and responsible.
iv. **Inclusive:** Reaching all segments of the population, including marginalized groups.
v. **Innovative:** Utilizing modern communication technologies to engage with citizens. Technological advancements have transformed the communication landscape, presenting significant challenges for governments. The rise of digital platforms, social media, and real-time tools has shifted public expectations, with citizens demanding faster, transparent, and interactive engagement rather than traditional one-way communication. Governments must also contend with the proliferation of misinformation and disinformation, which undermine trust, and navigate the complexities of globalized information sharing, where messages can rapidly cross borders, amplifying their impact and scrutiny.

This policy will also address the significant transformation in the communication terrain and the challenges it has posed to government communication, as well as the inefficient communication management set-up from previous administrations. It also seeks to establish a framework that ensures clear, consistent, and coordinated communication across all levels of government, promoting a unified voice and providing for effective dissemination of information.

Additionally, it will focus on establishing the institutional frameworks required to integrate communication as a core function within government structures and processes.

By developing and implementing a robust public communication policy, the Kenyan government will improve its relationship with citizens, enhance its effectiveness in delivering services, and strengthen its democratic institutions.

The Constitution of Kenya anchors the centrality of communication under Articles 33, 34 and 35 that provide for freedom of expression, freedom of the media and the right of access to information respectively. Additional subsidiary mechanisms to cement the need to keep the public informed are contained in the Access to Information Act 2016.

In 2019, the Government formed a task force on *the improvement of Government Information and Public communications; Winning Public Trust*, to look into the challenges of communication. In its report, the taskforce recommended the need for an overarching Policy to guide communication across Government. The focus of the National Communication Policy (NCP) is to make Government communication more targeted, prompt, clear and harmonized with the aim of achieving the "One Government, One Voice" objective.

It is in this context that the National Communication Policy has been developed to streamline Government communication by creating requisite structures, guidelines and procedures.

1.3 Rationale

Over the years, the Government of Kenya has undertaken numerous projects and initiatives aimed at improving citizens' living standards. However, the impact of these interventions has been hindered by several critical policy issues, including the absence of a comprehensive national communication policy. This has resulted in fragmented messaging, inconsistent communication efforts across government Ministries, Departments and Agencies (MDAs) inadequate crisis communication preparedness, and a general lack of public trust in government communication.

Addressing these challenges through a robust National Communication Policy will yield significant benefits including the following:

i. **Enhanced Coordination and Consistency:** A unified policy will ensure consistent messaging across all government agencies, minimizing confusion and duplication of efforts.
ii. **Improved Crisis Management:** The policy will establish clear protocols and procedures for effectively managing crises, ensuring timely and accurate information dissemination during emergencies.
iii. **Enhanced Public Trust and Credibility:** By establishing clear guidelines for messaging, audience engagement, and media relations, the policy will enhance the government's

credibility and build stronger public trust.

iv. **Improved Policy Implementation:** Clear and consistent communication will facilitate smoother policy implementation by ensuring that citizens are well-informed and engaged in the process.

v. **Countering Misinformation, Disinformation, Clash of Narratives and Fake News:** A well-defined communication strategy will enable the government to effectively counter misinformation, disinformation, clash of narratives, and fake news by proactively providing information to citizens. campaigns, ensuring that citizens have access to accurate and reliable information.

A unified communication system will ensure that the implementation of government projects and initiatives is effectively communicated to citizens. The formulation and implementation of this National Communication Policy will guarantee effective, well-coordinated, and timely public communication, ultimately realizing the **"One Government, One Voice"** objective.

1.4 Policy Goal and Objectives

The overarching goal is to ensure that the **Government Speaks with One Voice** through well-coordinated, managed and responsive Public Communications.

The objectives of this policy are to: -

i. Provide a framework for coordinated, harmonized and unified Government Communication.
ii. Establish an appropriate strategic, operational, institutional and regulatory system to enhance the administration of Government Communication.
iii. Allocate resources for communication services for all Government policies, programmes and projects.
iv. Promote and sustain the Government brand and reputation locally and globally
v. Guide Government Communication in times of crisis and emergency.
vi. Harness the media ecosystem in public communication

1.5 Scope of the Policy

i. It shall guide all Public Communication in the national government with all MDAs expected to adopt it.
ii. It shall apply to all State and Public Officers in interpreting and implementing Public Communication.
iii. Under the guidance of the Ministry in charge of Communication, the implementation of the Policy shall be the collective responsibility of all Government institutions.
iv. Designated Government Spokespersons, including technical or subject-matter experts, shall communicate as per guidelines issued by the Ministry in charge of Communication.
v. All designated Government Spokespersons shall complement this Policy of “One Government, One Voice,” by setting the communication agenda for all MDAs and rallying the public behind the Government’s agenda.

2.0 SITUATIONAL ANALYSIS

The Government has periodically experienced communication challenges in responding to the needs of the citizens. Even though Kenya has a legal, regulatory and institutional framework on communication, there is no approved policy on public communication. Gaps and weaknesses continue to hamper the Government's ability to effectively communicate its policies, projects and programs to the people.

This situation is exacerbated by several factors including a discordant communication where the Government has struggled to communicate as one, build public trust and mobilize public participation in national development. A rapidly changing audience and landscape, driven largely by technology and a youthful population with its own expectations and peculiar interests, has also presented a serious challenge to public communication that is more beholden to traditional media.

Furthermore, resource constraints have stifled the development of a more responsive communication infrastructure, human capital and tools. There is also anecdotal evidence of unusual patterns of communication, including politicization of Government policies, projects and programs, misinformation and disinformation, leading to difficulties in developing a single source of truth on the Government's development agenda.

Communication has become increasingly important as it enhances transparency and accountability while creating public trust and mainstreaming public participation in national development. It is worth noting that the communication landscape is constantly changing and therefore requires the Government to be versatile in its information delivery. This environment calls for rethinking, retooling, and realigning the existing Government communication structures and processes.

This chapter examines the evolution of Government communication and how it informed the communication gaps constraining effective communication between the Government and the citizens. It analyses each of these challenges identified and proposes policy interventions to bridge the gap between how public communication is practiced and how, ideally, it should be used to restore citizens' trust and confidence in the Government's ability to drive Kenya's socio-economic transformation.

2.1 Evolution of Government Communication in Kenya

Communication has historically been a central function of Government relationship with its citizens, enabling the Government to share information primarily to present and explain its policies, projects and programs. Public communication therefore plays a vital role in shaping the development, delivery and effectiveness of policies and services. It can be a key asset for policy making, design and delivery of public services, according to the Organisation for Economic Co-operation and Development (OECD).

Changes in communication focus and landscape since independence have significantly contributed to the communication challenges that the Government is experiencing, particularly in mobilizing citizen support for its development agenda.

At the dawn of independence in 1963, Kenya's development strategy was driven by the Sessional Paper No. 1 of 1965 on *African Socialism and its Application to Planning in Kenya*. The public communication structure, which was dominated by the Voice of Kenya radio and television, was used by the independence Administration to promote nationhood anchored on eradicating poverty, ignorance and disease.

Public barazas in local areas facilitated by the provincial administration chain delivered key messages from the Government and the ruling party, the Kenya African National Union (KANU). Limited print media that were started before independence provided a critical channel for delivering government and party messages to the people.

Communication was mainly one way, where the Government delivered its agenda to the people without stakeholder engagement. Essentially, government policies, projects and programs were centrally planned and implemented. Furthermore, the people trusted the Government as a single source of truth and believed its decisions and intentions were geared towards social and economic prosperity for all.

The communication landscape changed with the end of the first administration in 1978. The agenda of the second administration that lasted to 2002, was driven by the District Focus for Rural Development approach launched in 1983 and the Sessional Paper no. 1 of 1986 on *Economic Management for Renewed Growth,* which was widely promoted through public forums. Public dialogue, though still controlled by the Government, improved communication on the Government agenda. This became more pronounced as a strong pro-democracy movement emerged, leading to the landmark repeal of Section 2A of the Constitution that changed Kenya from a single party to a multiparty democracy in December 1991.

The democratic reforms that followed and the advent of the internet shaped the next significant change in the communication space, posing considerable challenges to the Government's capacity and ability to communicate its initiatives to the people. Other factors including demand for accountability and demographic changes also contributed to the emerging scenario.

In response, the Government undertook the most comprehensive legal, regulatory and institutional reforms that supported communication of development initiatives. The most significant reforms included the enactment of the liberalization of the airwaves in 1990 followed by the enactment of the Kenya Information and Communications Act, 1998, which provided a framework for regulating the communication sector in Kenya. This stimulated the rapid development of public and private broadcast channels. Proliferation of the internet, leading to the emergence of mass media using digital technologies, contributed further to the transformation of the communications sector.

The Constitution of Kenya, promulgated in 2010, introduced radical reforms in the way the Government and citizens interact. It entrenched public participation in the legislative processes and also in the planning and execution of Government projects and programs. This ushered in a new era for stakeholder and citizen engagement, including feedback mechanisms, in key development initiatives at national and county levels.

The communication ecosystem contributed to the third Administration's development agenda anchored on the 2003 *Economic Recovery Strategy for Wealth and Employment Creation* and

Kenya Vision 2030 that was launched in 2008. It has also supported the fourth Administration's *Big Four Agenda* and the fifth Administration's *Bottom-Up Economic Transformation Agenda*. Ideally, these changes in the communication landscape should have been supported by a robust communication policy to coordinate the Government's communication with the citizens and other stakeholders. A dynamic communication policy should also be aligned with the fundamental Constitutional principle of public participation to enhance governance and accountability in Government service delivery. It is also important to note that Kenya has entered the final phase of Kenya Vision 2030 with the implementation of the Fourth Medium Term Plan (MTP IV) launched in 2024.

The policy framework should also endeavor to promote dialogue and convergence on Kenya's regional and global obligations under the East African Community's Vision 2050, Africa Union's Agenda 2063 and the United Nations Sustainable Development Goals 2030.

Throughout its implementation, Kenya Vision 2030 prioritized investment in information and communication technologies including high quality internet connectivity across the country, delivered through wireless and fibre optic infrastructure. The enhanced availability and accessibility to high-speed internet connectivity across the country led to an upsurge in the use of new media platforms primarily Facebook, Twitter (now X), WhatsApp, Instagram and lately, Tik Tok, as alternative sources of news and information.

The new media platforms have since surpassed mainstream media outlets, including television, radio and newspapers, as the primary source of information. Unfortunately, Government communication has not evolved fast enough to keep pace with the rapid expansion and changes in the complexity of the new media, which is highly interactive and influential. On the flip side, Kenya's educated and technologically savvy population has leveraged the emerging digital technologies to advance interests that at times challenge the Government's agenda.

The clash between the agenda being advanced by new media users in Kenya and the Government's priorities has constrained the ability and capacity of the Government to effectively communicate its agenda, leading to erosion of trust and credibility in Government messaging. This is despite the Government being the foremost regulator, enabler and investor in Kenya's fast expanding communication landscape with a wide portfolio of assets that should ideally make it an effective communicator.

2.2 Key Gaps That Hinder Effective Government Communication

Lack of a communication policy and the growing complexity of Kenya's communication landscape coupled with inadequate professional capacity, institutional capacity challenges, and weak crisis communication architecture have led to inconsistent and uncoordinated messaging which has ultimately resulted in low public trust in Government communication.

Despite existing legal and regulatory frameworks, the absence of an approved public communication policy is a fundamental gap. This leads to uncoordinated and inconsistent messaging, making it difficult for the government to effectively communicate its policies, projects, and programs.

The Government faces the challenge of mounting a unified communication entity resulting in disparate messages and a lack of a single source of truth. This fragmented approach erodes public trust and hinders the government's ability to mobilize public participation in national development.

The government's communication strategy is largely beholden to traditional media and has not evolved fast enough to keep pace with a rapidly changing audience and landscape. This includes:

i. Reliance on traditional media: The continued emphasis on traditional media (radio, TV, newspapers) despite new media platforms (Facebook, X, WhatsApp, Instagram, TikTok) surpassing them as primary information sources.

ii. Inadequate engagement with youthful, tech-savvy population: The government struggles to effectively communicate with a youthful, technologically savvy population that has its own expectations and interests and leverages digital technologies to advance their own agendas, sometimes challenging the government.

Insufficient resources (financial, human capital, and tools) have stifled the development of a more responsive communication infrastructure. This limits the government's ability to invest in and utilize modern communication strategies and platforms.

There is anecdotal evidence of unusual patterns of communication, including the politicization of government policies and the prevalence of misinformation and disinformation. This makes it difficult to establish a single, credible source of truth from the government, further eroding public trust and confidence.

Historically, and still evident in some practices, government communication has been primarily one-way, delivering its agenda to the people without sufficient stakeholder engagement or feedback mechanisms. While the 2010 Constitution emphasized public participation, the analysis suggests this is not fully integrated into communication practices.

The situation analysis points to a weak crisis communication architecture, which contributes to inconsistent and uncoordinated messaging, particularly during challenging times, further undermining public trust. These gaps collectively hinder the Government's ability to effectively inform, engage, and build trust with its citizens, impacting its development agenda and overall governance.

3.0 PUBLIC COMMUNICATION POLICY STATEMENTS

The primary objective of government communication is to disseminate information on policies, projects and programmes. This is intended to inform the public on the government's development agenda and its obligations in the delivery of public service.

This chapter outlines the policy interventions which depict the Government's commitments towards addressing the challenges of government communication. Essentially, the interventions are well thought-out approaches which are framed to achieve the government communication policy objectives and ultimately fulfill the overall goal of the policy. The interventions are structured around the six (6) policy objective areas that are discussed in detail below.

3.1 Develop a Framework for Coordinated, Harmonized and Unified Government Communication

Developing a framework for coordinated, harmonized, and unified government communication aims to establish a streamlined, cohesive, and transparent communication ecosystem within government institutions. The framework is designed to ensure accurate, consistent, and timely dissemination of information, fostering public trust and enabling effective stakeholder engagement. It seeks to minimize misinformation, promote inter-agency collaboration, and enhance the credibility and accountability of government communication.

The ultimate intention is to promote consistency, enhance transparency, strengthen collaboration, and build trust in the government's intentions and actions. This will address conflicting, contradictory and discordant messaging that lead to confusion and mistrust of the government by the citizens.

To ensure the framework is developed and operationalized, the following interventions will be pursued.

i. Establish and operationalize a National Communication Centre as the repository and central coordinating and standard-setting body responsible for receiving, validating, and preparing government information for dissemination.
ii. Foster partnerships with media organizations, civil society, and private entities to amplify government messages.
iii. Implement a multi-agency mechanism to continuously track the effectiveness of government communication and citizens feedback, based on key performance indicators (KPIs) to measure the impact of communication efforts.

3.2 Establish an appropriate strategic mechanism for an operational, institutional and regulatory framework to enhance efficiency in the administration of Government Communication

Establishing an appropriate strategic mechanism for an operational, institutional, and regulatory framework to enhance efficiency in the administration of government communication seeks to create a robust and dynamic communication environment that

supports effective governance. This framework will streamline government communication processes, ensure institutional accountability, and establish clear regulations to improve the efficiency, reliability, and accessibility of government information. It aims to foster greater transparency, professionalism, and responsiveness in engaging with citizens and stakeholders.

The overarching intent is to enhance operational efficiency, strengthen institutional structures, ensure regulatory compliance, promote accountability and transparency, and foster public trust in government service delivery. This will deal with the institutional and professional capacity gaps that constrain the government's ability to communicate effectively in a fast-evolving communication landscape driven by technology. To this end, the following interventions will be pursued:

i. Establish a high-level multi-agency task force to oversee the development and implementation of the National Communication Strategy.
ii. Develop standardized operational guidelines and protocols for government communication, with clear roles, mandates, and accountability mechanisms for communication officers in all MDAs.
iii. Elevate the public communication function in MDAs to strategic level to institutionalize and mainstream government communication.
iv. Create a centralized digital platform to integrate government information-sharing, updates, and progress reports.
v. Develop and enforce legal and regulatory framework for ethical and professional communication practice.
vi. Develop and implement stakeholder and citizen engagement and feedback mechanism.

3.3 Adequately resource the government communication function

Adequately resourcing the government communication function ensures effective dissemination of information and public awareness. It seeks to institutionalize resource allocation for communication as an integral part of government planning and implementation processes, thereby enhancing transparency, citizen engagement, and the success of policies, programs, and projects.

The government communication function has historically and continues to be underfunded. This chronic under-resourcing undermines both the efficiency and effectiveness of government communication. Moreover, during periods of fiscal consolidation or austerity, communication budgets are often among the first to be significantly reduced.

The policy interventions to be pursued include:

i. Ensure mandatory budgetary allocation for the public communication function across all MDAs as a core strategic requirement.
ii. Mandate a percentage of budgets for all government policies, programs, and projects to be dedicated to communication services.
iii. Develop guidelines for integrating communication plans into project proposals and funding requests.

3.4 Develop a robust crisis communication framework

Developing a robust crisis communication framework aims to establish a proactive, responsive, and resilient system for managing communication during crises. It seeks to ensure the accurate, timely, and transparent dissemination of information, minimize misinformation, and maintain public trust during emergencies. This framework will enable MDAs to coordinate effectively, address public concerns, and mitigate the social, economic, and political impact of crises.

Ultimately, the framework will enhance preparedness towards crises, ensure timely and accurate information flow to reduce panic and misinformation, strengthen coordination among various actors in handling the crises, build public trust, and support recovery efforts post-crisis.

The following policy intervention will be undertaken to achieve this intention.

i. Establish and operationalize a government Crisis Communication Standing Committee that will develop and implement a crisis communication plan.

3.5 Promote and sustain the Government brand and reputation locally and globally

Promoting and sustaining the government brand and reputation locally and globally focuses on establishing a strong, unified, and positive identity for the government. It aims to communicate the government's values, achievements, and vision effectively to both domestic and international audiences. By building and maintaining a credible reputation, the government can enhance trust, attract investments, foster partnerships, and position the nation as a responsible and progressive actor on the global stage.

Currently, there is no deliberate or unified effort to create and sustain the Government's brand and reputation which leaves the country open to fragmented messaging, diminished global influence, and reduced public trust. Additionally, there is a need to institutionalize brand-building as a core function within Government communication frameworks.

To address these gaps, the following policy interventions will be applied:

i. Development of a unified and strategically positioned Government brand identity
ii. Build the capacity of government communicators in brand and reputation management
iii. Promote Government success stories and achievements

3.6 Harness the media ecosystem in government communication

Harnessing the media ecosystem in public communication focuses on leveraging the diverse and expansive media landscape to enhance the effectiveness of government communication. It seeks to utilize traditional, digital, and social media platforms to

disseminate accurate, timely, and engaging information, ensuring broad reach and impactful engagement with citizens and stakeholders.

Government communication has historically relied on traditional media platforms, characterized by a predominantly one-way, top-down approach. This unidirectional model has limited meaningful public engagement and contributed to a growing perception of disconnect, with citizens feeling excluded from national dialogue and decision-making.

If the Government were to fully leverage the spectrum of modern media platforms, it could foster a more responsive, transparent, and participatory communication environment. This would strengthen public trust and accountability by enabling two-way engagement, proactively addressing misinformation, ensuring inclusive communication across diverse audiences, and amplifying the reach and impact of government programmes and policies.

To realize these outcomes, the following policy interventions will be implemented:

i. Develop and implement a comprehensive media engagement strategy.
ii. Develop and implement new and emerging media technologies adoption strategy by government.

4.0 FRAMEWORK FOR IMPLEMENTING THE COMMUNICATION POLICY

This Chapter describes the coordination framework for the implementation of the National Communication Policy. It also highlights changes that need to be undertaken within the institutional, legal and regulatory structures for successful implementation of the policy.

4.1 Coordination Implementation Framework and Administrative Mechanisms

Effective implementation of this policy will require participation of different stakeholders who will play different roles that require coordination. To ensure effective coordination in implementing the National Communication Policy, the Ministry responsible for Communication shall provide overall leadership.

The integral players towards bringing the policy into effect include the Cabinet, Office of the Attorney General and the National Treasury.

4.2 Legal and Regulatory Framework

The structure and operations of government communication are dictated both by the Constitution of Kenya and other laws creating government communication institutions and regulatory environment.

Several challenges have affected government communication. These include delays in updating government policies and processes to keep pace with technological advancements and a weak legal framework that is often reactive rather than proactive, with insufficient attention paid to emerging challenges in media freedom, cyber security, and online misinformation.

As a result, while the framework exists on paper, its inability to adapt to changing circumstances and ensure accountable, open communication has led to widespread public distrust and a lack of confidence in government messaging.

By creating a suitable strategic framework for operational, institutional, and regulatory purposes, the government will achieve efficiency in public communication management. That will consequently define public communication processes, guarantee institutional accountability, and set clear regulations to enhance the efficiency, reliability, and accessibility of government information.

4.3 Existing Laws and Alignment with the Proposed Policy

This section identifies key legislative frameworks that already govern the communication sector in Kenya and highlights the need for alignment or review. These include:

i. **The Constitution of Kenya, 2010:** Articles 33, 34, and 35 guarantee freedom of expression, media independence, and access to information. The policy must align with these constitutional provisions.

ii. **The Kenya Information and Communications Amendment Act, 2019:** Governs the ICT sector, including licensing, regulation of service providers, and data protection. It will require review to reflect the new policy directives.

iii. **The Data Protection Act, 2019:** Addresses data privacy and security, which directly impacts communication and information management. This policy should reinforce its implementation.

iv. **Access to Information Act, 2016:** Establishes mechanisms for public access to information. The policy will need to integrate its provisions for transparency and accountability.

4.3 Relevant Laws and Regulations Supporting Implementation

To support the policy's implementation, the following laws and regulations are essential:

i. **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.

ii. **The National Cohesion and Integration Act, 2008:** Guides responsible communication to promote national unity.

iii. **Foreign Investments and Protection Act, 2022:** While not ICT-specific, it affects foreign players in ICT and communications industries by providing a legal environment for international joint ventures and protecting foreign investments in sectors like telecom infrastructure, data centers, and cloud services.

iv. **The Consumer Protection Act, 2012:** Ensures consumer rights in accessing and using communication services.

v. **Regulations by the Communications Authority of Kenya:** Such as those on licensing, spectrum management, and quality of service.

vi. **Access to Information Act, 2016 and General Regulations:** The Act establishes a framework for access to public information, dissemination and management.

vii. **National ICT Policy, 2020:** Policy framework guiding Kenya's digital and global communications engagement. It encourages Kenya's participation in global ICT trade and governance while supporting private sector partnerships and foreign investment in ICT services through cross-border digital trade, e-commerce, and innovation hubs.

viii. **Science, Technology and Innovation Act, 2013;** Supports Research & Development and Innovation in ICT, critical for global competitiveness. It promotes technology transfer and commercialization of locally developed digital solutions.

ix. **Data Protection Act, 2019 and The Data Protection Regulations, 2020 – 2021** An Act of Parliament and Regulations 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.

x. **Kenya Information and Communications (Amendment) Act, 2019:** 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 Telcom Kenya Limited and the Postal Corporation of Kenya, and for connected purposes.

xi. **Media Council Act, 2013**: An Act of Parliament that gives effect to Articles, 34(5) of the Constitution of Kenya, 2010 to establish the Media Council of Kenya (MCK) and The Complaints Commission. It is these institutions that oversight the media especially on content generation and dissemination rules.

xii. **Convention on the Rights of the Child (CRC): Article 17** Encourages media to disseminate information that is beneficial to children. Guides child-sensitive content policies in broadcast and digital media in Kenya necessitates the dissemination of child friendly communication services and standards.

xiii. **The Persons with Disabilities Act, 2025:** An Act of Parliament that provides a legal framework of Persons with Disabilities to provide them with equal opportunities and social inclusion as guaranteed in the Constitution of Kenya 2010 under Article 54 and Sections 22 and 26 of the Persons with Disabilities Act, 2025

xiv. **National ICT Policy, 2019:** This policy guides the development and implementation of ICT initiatives, ensuring they align with national development goals.

4.4 International Conventions and Treaties

Kenya is a signatory to several international conventions and treaties that influence national communication policies. The domestication and alignment of these agreements enhance the policy's effectiveness:

i. **The International Covenant on Civil and Political Rights (ICCPR) 1966:** Guarantees freedom of speech and access to information which is in line with Access to Information Act, 2016 and The General Regulations: The Act establishes a framework for access to public information, dissemination and management.

ii. **World Trade Organization (WTO) Agreements:** Guides international trade in communication services.

iii. **Universal Declaration of Human Rights (UDHR), 1948:** Article 19 guarantees the right to freedom of opinion and expression. Forms the basis for constitutional provisions (Art. 33, 34, 35 of Kenya's Constitution) on free speech and access to information.

iv. **African Charter on Human and Peoples' Rights (ACHPR), 1981:** Article 9 guarantees access to information and freedom of expression. Anchors Kenya's human rights obligations in regional law; guides public communication and media reform.

v. **African Union Convention on Cyber Security and Personal Data Protection (Malabo Convention), 2014:** Framework on cybersecurity, personal data protection, and e-transactions. Kenya is a signatory though not yet ratified; informs Data Protection Act (2019) and Cybercrimes Act (2018).

vi. **Windhoek Declaration on Promoting an Independent and Pluralistic African Press (1991):** Advocates for free, independent, and pluralistic media in Africa. Supports Kenya's media sector regulation through MCK and legal protections for journalists.

vii. **International Telecommunication Regulations (ITRs) – ITU Treaty:** Global regulations governing international communication services and infrastructure. Kenya, through the Communications Authority (CA), aligns telecom regulation and spectrum management with ITU standards.

viii. **Convention on the Rights of the Child (CRC), 1989:** Article 17 emphasizes access to appropriate media and child protection in communication. Influences child-focused communication policies and ethical media practices in Kenya.

ix. **Convention on the Rights of Persons with Disabilities (CRPD), 2006:** Article 21 affirms the right to access information in accessible formats. Guides inclusive communication practices for PWDs in Kenya's national and county platforms.

x. **WTO General Agreement on Trade in Services (GATS):** Liberalization of trade in communication services (telecom, broadcasting, ICT). Shapes Kenya's ICT and telecom market access policies to encourage foreign investment and competition.

xi. **UNESCO Media Development Indicators (MDIs):** Framework for assessing media

freedom, pluralism, and journalist safety. Informs Kenya's communication policy reforms and capacity-building programs for the media sector.

xii. **East African Community (EAC) Regional Frameworks:** Regional agreements on roaming, data exchange, and ICT harmonization. Kenya adopts shared communication infrastructure and regulations across EAC countries.

xiii. **International Covenant on Economic, Social and Cultural Rights (ICESCR), 1966:** Includes the right to education and access to scientific progress and cultural communication. Supports equitable access to communication and information technologies for all citizens.

4.5 Legislative Proposals to Support the Policy

The policy is effectively supported by the existing legislatives frameworks. However, the proposed review of the Kenya Information and Communication Act 411 of the Laws of Kenya and the enactment of The Institute of Public Relations and Communication Management Bill will strengthen its implementation.

4.6 Funding Arrangements

Implementation of the National Communication Policy will be financed through sector budgeting, with MDAs expected to allocate resources in line with the Government's existing planning and budgeting frameworks.

5.0 MONITORING, EVALUATION, REPORTING AND LEARNING

The Monitoring, Evaluation, Reporting, and Learning (MERL) of National Communications Policy is a critical process designed to ensure effective implementation, accountability, and continuous improvement of public communication strategies and actions. Given the dynamic nature of communication technologies, this MERL framework provides a robust mechanism to track performance, measure progress, and respond to emerging challenges and opportunities in the sector.

The MERL framework evaluates the policy's impact on socio-economic development, assesses its alignment with national priorities and international best practices, and identifies areas for adjustment and innovation. This ensures that Kenya's communication sector continues to promote inclusivity, transparency, and sustainable growth.

5.1 Policy Monitoring

To ensure the effective implementation of National Communications Policy, the Monitoring, Evaluation, Reporting and Learning (MERL) framework will rely on a structured, participatory, and evidence-based approach. This framework will enable real-time tracking of activities, identify implementation gaps, and guide adaptive management.

A combination of baseline surveys, stakeholder feedback, digital communication listening tools, and social media analytics will be used for data gathering. A baseline survey will be conducted at the outset to determine the current status of communication policy implementation across government institutions and to establish benchmark values for comparison over time.

Monitoring focuses on tracking the progress of activities, outputs, and immediate outcomes to ensure policy implementation is on course. The following elements will guide the monitoring function:

5.1.1 Data Collection, Analysis, and Storage

i. Mechanisms will be established for consistent data collection, including structured surveys, administrative data, media tracking tools, and digital dashboards.
ii. Collected data will be disaggregated where applicable (e.g., by institution, region, gender, age, geographical factors) and securely stored in a centralized government data repository, accessible to implementing agencies.

5.1.2 Baselines, Indicators, and Targets

i. Baseline values for all indicators will be established through an initial survey.
ii. SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) indicators aligned to policy objectives will be tracked.
iii. Targets will be clearly defined for both mid-term and end-term milestones, as reflected in the Monitoring and Evaluation Matrix (Annex 5).

5.1.3 Monitoring Schedule and Timeframe

i. Monitoring activities will follow a regular schedule: monthly, quarterly, and annual reviews depending on the indicator type.
ii. Real-time monitoring will be conducted in urgent situations such as crises or emergencies requiring rapid communication responses.

5.1.4 Timeliness and Budget Tracking

i. The implementation of policy actions will be tracked against approved timeframes and allocated budgets.
ii. Any variances will be documented and escalated for corrective action where necessary.

5.1.5 Identification of Challenges and Bottlenecks

i. Monitoring reports will include analysis of implementation challenges, including operational, technical, or financial barriers.
ii. Solutions and recommendations will be proposed based on the findings.

5.1.6 Types of Monitoring

To provide a comprehensive view of implementation, the following types of monitoring will be applied:

i. Baseline Monitoring: Establishes initial status for comparison.
ii. Impact Monitoring: Tracks changes attributable to policy implementation over time.
iii. Compliance Monitoring: Assesses adherence of MDAs to policy provisions, timelines, and reporting requirements.

A detailed Monitoring Matrix outlining each objective, corresponding indicators, data sources, responsible institutions, and reporting frequency is provided in Annex 5.

5.2 Policy Evaluation

Evaluation assesses whether the objectives of the National Communications Policy have been met and determines the relevance, coherence, effectiveness, efficiency, sustainability, and impact of its implementation.

To ensure a robust evaluation process, the following components will be applied:

5.2.1 Evaluation Objectives

i. Evaluate the extent to which the desired policy outcomes have been achieved.
ii. Determine whether policy actions are aligned with national development priorities and communication sector goals.
iii. Identify both intended and unintended consequences (positive or negative) of the policy's implementation.
iv. Lessons learned.

5.2.2 Indicators of Success

A set of outcome and impact-level indicators will be used to measure:-

i. **Effectiveness:** Are the policy objectives being met?
ii. **Coherence:** How well do policy actions align across sectors and institutions?
iii. **Sustainability:** Are the outcomes likely to continue without further external support?
iv. **Impact:** What long-term changes can be attributed to the policy?

5.2.3 Evidence Collection

Evaluation will rely on triangulated data including:-

i. Baseline and endline surveys
ii. Administrative and financial data
iii. Media monitoring insights
iv. Stakeholder and citizen feedback (e.g., forums, surveys, digital platforms)

5.2.4 Evaluation Methods and Timing

i. Both formative (mid-term) and summative (end-term) evaluations will be undertaken.
ii. External evaluators may be engaged to ensure objectivity and independence.
iii. Evaluations will be scheduled biannually, at mid-term, and at policy review points, or earlier in response to emerging issues or crises.

5.2.5 Addressing Unintended Consequences

Evaluations will include mechanisms to identify:

i. Unanticipated outcomes, including risks, challenges, or systemic impacts.
ii. Policy gaps or duplication with other government initiatives.
iii. Opportunities for course correction and policy realignment.

Findings from evaluations will feed into policy reviews, institutional reforms, and sector-wide learning processes.

5.3 Policy Reporting

A structured and timely reporting system is essential for enhancing transparency, stakeholder engagement, and accountability in the implementation of the policy.

5.3.1 Types of Reports

i. **Progress Reports:** Provide updates on policy implementation status.
ii. **Performance Reports:** Evaluate outcomes against key indicators.
iii. **Financial Reports:** Track budget usage and resource allocation.
iv. **Thematic Reports:** Focus on specific communication issues or challenges.

5.3.2 Reporting Frequency

i. Reports will be compiled and submitted on a monthly, quarterly, biannual, annual and end term basis.
ii. Special reports may be generated during high-priority national events or emergencies.

5.3.3 Report Format and Users

Reports will follow a standardized format, including:

i. Executive summary
ii. Key achievements
iii. Identified challenges
iv. Financial performance
v. Lessons learned and recommendations

Reports will be shared with:

i. Presidency
ii. Government MDAs
iii. Parliamentary committees
iv. The general public, through accessible platforms such as official websites, press briefings, and community engagements.

5.4 Learning

Learning from the implementation of the National Communications Policy is key to improving its effectiveness, enhancing institutional capacity, and replicating best practices across government.

5.4.1 Capturing and Applying Lessons Learned

i. Systematic documentation of what works and what doesn't will be integrated into each monitoring and evaluation cycle.
ii. Lessons will inform future policy and legislative reviews, as well as resource planning.

5.4.2 Replication and Avoidance

i. Successful approaches will be documented and disseminated across MDAs to promote replication.
ii. Ineffective strategies will be analyzed and lessons used to avoid similar pitfalls in future initiatives.

5.4.3 Strengthening Institutional Capacity

i. Regular capacity-building workshops, policy dialogues, and peer learning events will be held.
ii. Institutions will be supported to strengthen their internal M&E functions and data analysis capabilities.

5.4.4 Continuous Feedback and Improvement

i. Learning will be operationalized through feedback loops, where findings directly inform policy refinements and adjustments in implementation strategies.

5.4.5 Knowledge Sharing

Best practices, innovations, and emerging trends will be published through:

i. Government communication portals
ii. Policy briefs and newsletters
iii. Stakeholder forums

This adaptive learning approach ensures that the policy remains responsive, relevant, and effective throughout its lifecycle.

6. POLICY REVIEW

The National Communication Policy will be reviewed after five (5) years to respond to emerging issues. However, it can be reviewed as and when need arises or if extra-ordinary circumstances demand, to align it with the international and regional frameworks, change in other overarching policies and laws such as the Constitution or emergency situations that may warrant an early review.

Evaluation of communication management by institutions will also inform the policy review and provide input to the development of best practice.

In conclusion, the Ministry of Information, Communications and the Digital Economy shall undertake an advisory, coordination and facilitation role for the successful implementation and review of the policy.