



MINISTRY OF ENVIRONMENT, WATER AND NATURAL RESOURCES

PUBLIC COMMUNICATIONS STRATEGY

December 2014



Let's Go Green

PUBLIC COMMUNICATIONS STRATEGY



Ministry of Environment Water and Natural Resources

SUPPORTED BY
DANISH INTERNATIONAL DEVELOPMENT AGENCY

DANIDA



Developed by:
ROSPEM Consulting Agencies
Vision Plaza off Mombasa Road
P.O Box 317 00507
Nairobi
Email: rospemagenciesinfo@gmail.com

Developed for:
Ministry of Environment, Water and Natural Resources
NHIF Building, Ragati road, upper hill
P.O Box 30126 - 00100 Nairobi
Email: administrator@environment.go.ke
Website: www.environment.go.ke

From the Desk of the Cabinet Secretary

This Public Communications Strategy document has been developed by my Ministry with the major objective for the development and implementation of a communications strategy to ensure that our ministry spearheads a relentless awareness campaign in order to bridge the knowledge gap between the ministry and its many stakeholders as well as implementing its mandate.

This particular document has gone beyond the traditional public communication strategies that many corporate organizations develop in order to guide their *modus operandi* for public affairs engagement. It has instead sought to include, specific engagement guidelines that should enable the implementation process initiate a consistent standard around the preparation, handling and eventual dissemination of ministry-wide related information and public communication products. In this regard, the Strategy has touched on such areas as the role of an official spokesperson and the synergies to be derived through coordinated action of heads of various directorates and units as espoused in the Ministry's Strategic Plan for 2013-2017.

It is my hope that with the intended vigorous campaigns and dissemination of information as guided by this plan, Kenyans will begin to appreciate the many ripple benefits that integration arrangements portend for our country. As the Cabinet Secretary responsible for environment water and natural resources in Kenya, I join all our esteemed readers and stakeholders in expecting a new era of vibrant communication, closer interaction and improved linkages with all our stakeholders for the benefit of our common destiny as the people of Kenya.

As we adopt this ministerial public communications strategy document to supplement to and professionalize ministerial communication systems, it is my sincere hope that the Ministry of Environment, Water and Natural Resources will once again be seeking to establish the necessary minimum communication standards and guidelines for the entirety of the public sector in our collective effort to truly transform Kenya into a modern, efficient and a truly competitive nation as espoused in our Kenya Vision 2030 policy blueprint.

Prof. Judi Wakhungu
Cabinet Secretary, Ministry of Environment Water and Natural Resources
Government of the Republic of Kenya

Preface, by the Principal Secretary

This integrated and comprehensive Public Communications Strategy for the Ministry of Environment Water and Natural Resources has been prepared in response to a timely and felt need. There is the need not only to have one overarching Public Communications Strategy governing the ministerial communications objective, but even more importantly, the need to urgently harmonize current disparate approaches that have so far been undertaken on an ad hoc and sporadic basis, without proper professional guidance and coordination.

The overriding objective of developing this harmonized document is therefore to put in place a single-referral document that provides some of the essential guidelines that are today universally acknowledged as crucial for realizing public communications objective of any ministry. For this reason, it is readily recognized that without a focused and well-executed public communication plan, our two state departments of Environment and Natural Resources and Water and Regional Authorities cannot effectively relate to its multiplicity of stakeholders, let alone deliver the onerous objective of realizing an *integrated conservation, protection, management and utilization of Environment, Water and Natural Resources for sustainable development* in Kenya.

Finally, the document has also spelt out guidelines and key communication specifics, along with the actual activities that will be expected to define the ministry's annual calendar for at least the second Medium Plan period of the Kenya Vision 2030. All the usual communication activities have been brought on board to cover the full array of possibilities for the ministry's public/external engagement through the print and electronic media; from the creative use and engagement with newspapers, radio and television all the way to the development of, and publication of ministry documents as a basis for its more permanent and long-term record. A key component that the Strategy brings on board is continuous engagement with media outlets through the consistent provision of well-packaged information and through well-targeted training and capacity development events within the overall framework of the environment aspirations of the country.

This communication Strategy was developed with support from DANIDA through the Natural Resource Management Programme and we are grateful for the cooperation and support. Special thanks go to DANIDA for providing financial and technical assistance for developing the strategy.

Richard L. Lesiyampe, PhD, MBS
Principal Secretary, State Department of Environment and Natural Resources

Preface, by the Principal Secretary State Department of Water and Regional Development

The Ministry of Environment Water and Natural Resources has prepared this Communication Strategy for development programmes and projects, as a practical manual for members of staff and its agencies. This will enable us to achieve our set goals and objectives in the strategic plan 2013 -2017. Indeed, all the steps in strategy development, from analyses planning and monitoring activities, have been all inclusive.

This communication strategy was developed through a consultative process among key stakeholders from various government departments and agencies. We are grateful for the cooperation and support from all departments, agencies and stakeholders who contributed to the development and publication of the strategy.

This document provides for significant consideration and deliberately executed ministerial branding policy, which is necessary in enabling the ministry to cut its own niche in the public sector. This will be achieved through an identifiable and consistent public image and standard. This public image takes due cognizance of the ministry's essential linkages with other government ministries, stakeholders with all the leading Development Partners, Private Sector, Civil Society organizations and its various publics.

We are looking forward to the implementation of this communication strategy which will undoubtedly give high profile visibility of all our activities and programmes.

Mr. James Teko Lopeyetum, HSC
Principal Secretary, State Department of Water and Regional Development

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List of Abbreviations and Acronyms

MEWNR	Ministry of Environment Water and Natural Resources
HoD	Heads of Department
MTEF II	Medium Term Expenditure Framework II
MTP II	Medium Term Plan II
NGO	Non-Governmental Organization
KFS	Kenya Forestry Services
KEFRI	Kenya Forestry Research Institute
KWS	Kenya Wildlife Services
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
NEMA	National Environmental Management Authority
NEPAD	New Partnership for Africa's Development
SAGA	Semi-Autonomous Government Agencies
WCK	Wildlife Clubs of Kenya
WED	World Environment Day
WFD	World Forests Day
SWOT	Strengths, Weaknesses, Opportunities and Threats
PCD	Public Communication Department
WRUA	Water Resource Users Association
IEC	Information Education and Communication

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Acknowledgement

The development of this Public Communication Strategy was commissioned by the Ministry of Environment, Water and Natural Resources in partnership with all its Agencies and SAGAs. The Public Communication Strategy has been developed with financial and technical assistance from DANIDA, through the Natural Resources and Management Programme (NRMP). MEWNR highly appreciates the financial and technical support which enabled the undertaking and completion of this invaluable work.

Special thanks to the directorate of public communication team, all directors and Heads of Departments and the NRMP team under the leadership of the Principal Secretaries Dr. Richard L. Lesiyampe and Mr. James Teko Lopeyetum, the Ministry of Environment Water and Natural Resources staff for their cooperation and providing information during HoD's and Directors meetings, interviews, group discussions as well as reviewing the document before final production. Much gratitude is owed in particular to Mr. Jacob Kimani, the Focal Point -NRMP, Isabella Masinde Technical Advisor to MEWNR, Mr. Elias Ngare Njeru the acting Director Public Communication Department for his participation and contribution through all the stages of developing this strategy document and for participating in, and coordinating interviews and discussion sessions with MEWNR representatives. Further gratitude is owed to Dr. Alice Kaudia, The Environment Secretary and Agnes Yobteric, Director Programmes and Projects for the good work done to ensure success of the development of this public communication strategy.

Acknowledgment is also owed to the Senior Director of Administration Amb. Julius Kandie who chaired most of the HOD's and Directors meetings, and for his invaluable contribution ensuring cooperation and providing information during the development of the strategy. The successful completion of this document could not have been achieved without the collective contributions.

Executive Summary

This public communications strategy document has been organized around six main chapters. The first chapter is devoted to the contextual and background issues in order to understand the broader ministerial mandate and vision of MEWNR as a ministry and its obligation to the Environment agenda and its various strategic thrust. Reference is made to MEWNR's own Strategic Plan 2013-2017 as it has laid the basis for developing a public communication strategy to assist the ministry deliver its mandate.

Chapter two discusses the methodology and approach of the development of the MEWNR's Public Communication.

Chapter Three provides a detailed analysis of the various MEWNR target audiences and stakeholders and attempts a basic segmentation in order to package appropriate and targeted messages to the diverse interests and usages.

Chapter Four, provides detailed proposals on relevant strategic public communication guidelines which implementers and ministry officials in particular, need to bear in mind. The guidelines are presented in their full range, from basic techniques and approaches in engaging with the media and the public at large, to the requisite professional considerations that the communications team must uphold in preparing official ministerial publications and documents. The chapter also spells out basic definitions of the range and type of documents a government ministry like MEWNR is likely to be involved in producing, as well as an exposition of important public communication principles.

In terms of actual strategic considerations, Chapter Five gives a comprehensive sense of key strategic issues that normally arise in institutional and organizational communication. It makes provisions for both internal and external communication, the important role of leadership and the necessity for an official spokesperson; the language standard as well as the image and branding protocol that will give the ministry a definitive public presence for the present and in the coming years. The crucial role of digitized communication and the role of new and contemporary media such as *Facebook*, *Twitter* and the Mobile phone is highlighted. Finally, proposals are given on how to professionalize MEWNR's public communication through a communication Strategy Ministerial Communications Coherence arrangement deliberately set to operate within the directorate of Public Communications in order to assist all departments to harmonize and standardize their communication.

Finally, Chapter Six addresses itself to implementation issues, including the critical task of Monitoring and Evaluation. A performance appraisal framework has been provided to assist the ministry in undertaking continuous tracking and evaluation of its efforts. An indicative budget in the Annex takes into account the considerable costs associated with communication, particularly if MEWNR is to realize an intensive public engagement and capacity building programme. This will require an aggressive resource mobilization strategy from both the government and other partners to enable the ministry pursue the proposed branded multi-media approach. This will entail additional strategic investment in documentaries, infomercials/commercials of different types as well as print and electronic media advertorials.

Chapter 1

Setting the Context for MEWNR's Public Communication Strategy

1.1 The Background

This Public Communication Strategy lays out the basic elements of a Communications Strategy and is especially prepared for the Ministry of Environment Water and Natural Resources (MEWNR). It is based on the Ministry's Strategic Plan for 2013-2017 which spells out the broad strategic direction that the ministry has mapped out for its operations and activities. The broad objective of this Communication Strategy is therefore to ensure that MEWNR realizes its stated vision and mission as the principal coordinator of the *integrated conservation, protection, management and utilization of Environment, Water and Natural Resources for sustainable development* in Kenya. This will enable the ministry to be well-positioned in creating awareness among the public, policy makers, line Ministries, Members of Parliament, Private sector stakeholders, Civil society organizations, women's organizations, traders, opinion leaders as well among bilateral organizations at the national, regional and international levels.

The Ministry of Environment Water and Natural Resources (MEWNR) was established by *Executive Order No. 2/2013 of May 2013* and mandated to *undertake protection, conservation and development of environment and natural resources for sustainable development*. Previously, this mandate was being undertaken separately by the Ministries of Environment and Mineral Resources, Forestry and Wildlife, Water Irrigation and Regional Development as defined in the Presidential Circular No. 1/2008 of May 2008.

In 2013, the Government, in line with the Constitution, rationalized the portfolio, responsibilities and functions of all the ministries and other government agencies. Consequently, the Ministries of Environment and Mineral Resources, Forestry and Wildlife, Water and Irrigation and Regional Development were merged to form the Ministry of Environment, Water and Natural Resources.

This is in line with the Government's key policies as envisioned in the Constitution of Kenya 2010, *Vision 2030* and the Medium Term Plans that emphasize the need for efficiency and better management in the utilization of natural resources to enable the Government achieve its strategic objectives of growth, productivity, efficiency and improvement in service delivery.

The Ministry's Strategic Plan (2013-2017) builds on the achievements of its predecessors, the First Generation Strategic Plans prepared in 2004/05-2007), the Second Generation Strategic Plans 2008/09-2012 and takes precaution on the identified risks and challenges identified during their implementation. It also takes into account the country's aspirations and commitments to excel regionally and globally in environment and natural resources stewardship and delivery of quality services to all citizens.

This Strategic Plan is aligned to the Second Medium Term Plan (2013-2017) and shall form the basis for identifying development priorities and establishing deliverables under the Ministry's Performance Contract system. Towards ensuring its full implementation, the Strategic Plan is linked to the Government budget system through the Medium Term Expenditure Framework (MTEF.)

In line with the above obligations, the Ministry of Environment, Water and Natural Resources is committed to facilitating the creation of policy, legal and regulatory reforms for the management of the environment, water and natural resources sector. The sector faces a mammoth task in ensuring that it continues to increasingly support and contribute to the country's socio-economic development and aims at meeting the national obligations within the Vision 2030 framework. The overall objective of all these initiatives is the sustainability of the Natural Resources and wise use of Water Resources, while at the same time mitigating the effects of climate change.

This Strategy should be interpreted as having elements of Communication Campaign. It is a Communication strategy that it provides that seeks to clearly articulate the goals, major directions and standards for guiding how the communication is to be used and organized for achieving the development goals of MEWNR. It should in a sense be seen as a "*Communication for MEWNR's vision and mandate*. The document also brings on board elements of a Communication Campaign by piecing together a coordinated set of media related activities (and non-media-related ones) in an intensive way within a given timeframe, in order to achieve the goals set out in MEWNR's Strategic Plan. This Strategy further recognizes the importance that MEWNR attaches to protection and restoration of Environment, Water and natural resources and its impact on the conduct of environmental affairs beyond Kenya's national boundaries.

The document is also aligned to and cognizant of the policy imperatives being pursued by the Government of Kenya under the broad framework of the *Kenya Vision 2030* and its *Medium Term Plan* for the five years as well as the *strategic plan* for 2013 to 2017. The document also demonstrates its recognition of the provisions of the MEAs, especially in the areas of cooperation and the capacity required to implement them.

It is expected that this document will remain a dynamic rather than a static referral document which lays out strategic considerations that govern MEWNR's communication agenda. It therefore allows room for continuous innovation and improvement even as it is under implementation. Moreover, it provides the basis of a high-profile marketing and communications campaign for MEWNR and Kenya for purposes of information sharing and dissemination of the issues and debates emanating from the protection and restoration of Environment and natural resources processes.

1.2 The Ministry's Vision, Mission and Strategic Objectives

Slogan

Let's Go Green!

Vision Statement

To be the World's leading agency in integrated conservation, protection, management and utilization of Environment, Water and Natural Resources for sustainable development.

Mission Statement

To provide policy direction, legal framework and capacity building through integrated programs for sustainable management and utilization of natural resources for national development.

In pursuit of the vision, and in line with the mission, the Ministry will focus on the following objectives:

Strategic Objectives

- i) Develop, implement and review policies, strategies, legislative and institutional framework and development plans;
- ii) Enhance sustainable management of environment, water and natural resources by coordinating green growth and climate change and other environmental programmes
- iii) Enhance Regional and Global collaboration and partnership through Multilateral Environmental Agreements (MEAs) and regional instruments
- iv) Enhance and strengthen coordination and environmental governance between national and county governments on sustainable management of environment, water and natural resources;
- v) Increase access to water and sewerage services;
- vi) To enhance the role of forestry, wildlife, marine, fresh water and other natural resources sustainable management in socio-economic development
- vii) Enhance resource mobilization and capacity building for sustainable management of environment, water and natural resources ecosystems and basin-based development;
- viii) Enhance research and development to generate and manage data and information

Core Values

The Values of the Ministry are enshrined in the Constitution of Kenya Article 10 as the national values and principles of governance, which include:-

- a) Patriotism, national unity, sharing and devolution of power, the rule of law, democracy and participation of the people;
- b) Human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalized;
- c) Good governance, integrity, transparency and accountability.

Guiding Principles

This Strategic Plan (2013-2017) takes into cognizance that environment, water and natural resource in the country is governed by 13 principles which include:

- a) **A Right to a Clean and Healthy Environment:** Every person in Kenya has a right to a clean and healthy environment and a duty to safeguard and enhance the environment.
- b) **A Right to a Clean and safe water in adequate quantity and to reasonable standards of sanitation**
- c) **A Right to Development:** The right to development will be exercised taking into consideration the economic, social and environmental needs.
- d) **Ecosystem Approach:** An integrated ecosystem approach to conserving environmental resources will be adopted and enhanced to ensure that all ecosystems are managed through a holistic approach while also providing a range of benefits to people.
- e) **Total Economic Value:** The benefits that ecosystems generate will be integrated into the national accounting system, programmes and projects.
- f) **The Principle of Sustainable Use:** Environmental resources will be utilized in a manner that does not compromise the quality and value of the resource, or decrease the carrying capacity of supporting ecosystems.
- g) **Inter- and Intra-generational Equity:** The management of the environment and natural resources will be based on long term views where present generations make choices that benefit them without compromising the ability of future generations to meet their own needs.
- h) **Public Participation and Inclusivity Principle:** A coordinated and participatory approach to environmental protection and management will be enhanced to ensure that the relevant government agencies, local authorities, private sector, civil society and communities are involved in planning, implementation and decision making processes.
- i) **The Principle of Subsidiarity:** The management of the environment and natural resources will be through decentralization and devolution of authority and responsibilities at the lowest level possible.

- j) **The Precautionary Principle:** Where there are credible threats of serious or irreversible damage to key environmental resources, lack of full scientific certainty will not be used as a reason for postponing cost-effective measures to prevent environmental degradation.
- k) **The Polluter Pays Principle:** The polluter and users of environmental and natural resources shall bear the full environmental and social costs of their activities.
- l) **International Co-operation:** Multilateral Environmental Agreements (MEAs) and regional instruments will be domesticated and implemented for better environmental management of shared resources.
- m) **Good Governance:** Rule of law, effective institutions, transparency and accountability, respect for human rights and the meaningful participation of citizens will be integrated in environmental management.
- n) **3R- Reduce, Re-use, recycle:** Utilization of limited resources, Combating degradation rehabilitation, restoration and reclamation of land and water resources.

Kenya's economy and her people are dependent on the environment and natural resources like water, quality soils, minerals and those resources derived from the environment. These include quality air, energy and food which are critical in supporting human life and industrial processing of primary agricultural products. Land degradation, air pollution, water and marine ecosystems are increasingly degraded, while natural disasters accelerated by climate change have become more frequent and devastating. This is exacerbated by increasing population, changing patterns of human settlements, expansion of the urban environments, unsustainable land systems, and industrialization. These factors are posing serious challenges which the Government needs to address through appropriate and timely interventions.

The Constitution of Kenya (2010) has identified the *right to a clean and secure environment* as a basic right and has placed certain obligations to the state. It is, therefore, imperative that the Ministry's strategies address how these obligations shall be fulfilled. The Constitution also introduces a new system of governance for Kenya. The devolved government system redefines how national and county affairs shall be conducted. The Ministry, therefore, has to re-align its operations in line with the provisions of the new Constitution. Lastly, the ever-increasing and emerging challenges facing the environment, water and natural resources sector implies that the Ministry has to re-strategize and redefine its strategy to meet the demands and expectations of Kenyans.

1.3 Public participation, education and awareness

Broad public participation in decision-making processes is one of the fundamental preconditions for sustainable development. This presupposes access to timely and accurate information on the environment. Sound environmental management has to be based on openness and participation at all levels. It is, therefore, imperative that public participation, environmental education and public awareness are promoted.

1.4 Specific Aims and Objectives of MEWNR's Communications Strategy

This Public Communications Strategy provides the broad framework that guides communication on the Environment, Water and Natural Resources reforms and identifies the issues that need to be addressed to build awareness, improve knowledge, build understanding and generate support for the reforms. These issues were identified through a stakeholder analysis conducted at the initial stages of the process of developing this strategy and are presented under the summary of key findings. To effectively address these issues, the broad objectives of this Public Communications Strategy are to:

1. Increase public awareness and improve knowledge on mandate and functions of the new Ministry.
2. Build support for the reforms among stakeholders, including the Counties, utilising the services.
3. Create confidence among members of the public interacting with the Ministry of Environment, Water and Natural Resources to use the services in the right manner.
4. Create demand for use of the improved services offered.

MEWNR's Communication Goals and Situational Assessment Based on the Strategic Plan 2013-2017

The major reform proposals identified by MEWNR in its *Strategic Plan for 2013-2017* which are considered relevant to the development of this Communication Strategy are as follows:

- (i) The need to increase awareness, improve knowledge and build support amongst the various audience segments for the MEWNR vision of environment protection, restoration and conservation and MEWNR's mandate to work towards this vision;
- (ii) The need to create more robust Information, Education and Communication programme which will work towards the continuous sharing and exchange of information among MEWNR's stakeholders;
- (iii) The need to improve the capacity of the ICT unit in MEWNR in order to enhance the Ministry's web visibility and expand the outreach programme;
- (v) The need to raise the profile of the Ministry by expanding its outreach programme through Information, Education and Communication (IEC).

7. In addition, this document reflects both the reforms and strategic direction that the Ministry has specified in its *Strategic Plan* particularly with a focus on the high-priority strategic thrusts of the next five years.

A further review took into account some cross-cutting priority intervention areas, thus, the enabler pillars and priorities, especially:

- (i) Promoting Participation, Publicity and Marketing;
- (ii) Developing relations with other ministries, development partners, diplomatic missions, private sector and international organizations.

The revised *MEWNR Strategic Plan (2013-2017)* clearly defines the direction that MEWNR will take over the next 3 years and hence, the alignment of this Communications Strategy to the same time frames from these broader Strategic Plan objectives, MEWNR's Communication strategy.

1.4 MEWNR's Communications Challenges

In preparing its Strategic Plan, the Ministry undertook a scan of the Political, Environmental, Social, Technological, Economic and Legal Analysis (PESTEL analysis) and an assessment of the Strengths, Weaknesses, Opportunities and Threats (SWOT analysis) of both its external and internal environments. This document has incorporated the findings of these analyses and responds directly by demonstrating how effective communication to all stakeholders using a multi-media approach can be used to enhance the operations of the Ministry and enhance regional integration and cooperation in the region.

Some of the observable issues and constraints that have been identified and which require to be addressed at the MEWNR level include the following:

- (i) *Possible resistance to change:* There is always a chance that person with access to some data and information do not want to share it as they see information as a source of power.
- (ii) *Custody of information:* A key finding of the Situational Analysis was that prior to the formulation of this document, it has not been clear exactly who are the custodians of various types of information as well as those officers within the Ministry charged with the responsibility for Information dissemination.
- (iii) *Limits to the MEWNR mandate:* Whereas the MEWNR mandate is broadly stated as coordination, the actual implementation of imperatives is equally important and will require the understanding and cooperation of all other implementing ministries and agencies.
- (iv) *Practical Constraints:* At the MEWNR level it includes resources, infrastructure and the need for a strengthened and well-capacitated directorate of public communications.
- (v) *Stakeholder Constraints:* For various reasons, there has been an inability to actively incorporate the participation of various technical consultations and competently contribute to the various policy/implementation processes by all stakeholders.

Furthermore, although a number of activities relating to communication are on-going at MEWNR, there is still room for a more-structured, systematic and well-coordinated Communication Strategy that addresses the specific needs of different audiences that constitute the ministry's stakeholders.

Indeed, orthodox ministerial communication has in the past tended to be more concerned primarily with the mass-media and especially the press, while leaving out more in-depth engagement opportunities that are themselves crucial to a better understanding of the MEWNR vision.

An observable internal weakness that the Ministry shares with many GoK Ministries and departments has been the absence of institutionalized regular consultation and collaboration between the various implementing departments and the directorate of public communication for purposes of improving and coordinating communication networks and ensuring that common policies, standards and common information is shared. There is also need to take into account the full range of communication objectives as well as the expectations of both the internal and external stakeholders.

An additional challenge is presented by the lack of clear-cut established channels for the transfer of information and availing of opportunities towards the participation of Kenyans in MEWNR activities. This document therefore aims to formulate messages that will present an accurate and factual picture to the public and business sector concerning the benefits of regional integration.

Another key communication challenge is the poor quality media coverage of MEWNR's activities and the local media in Kenya give MEWNR major events a blackout, either due to ignorance of its implications or because of a lack of awareness about MEWNR's functions. There is therefore a need to train members of the media fraternity on the Ministry's operations. In view of this finding, this Communication Strategy will endeavor to:

- (i) Correct misperceptions and close knowledge gaps about the Ministry's functions, the Environment, Water and Natural resources potential benefits;
- (ii) Focus on key stakeholder concerns and encourage a steady flow of Communication using a participatory and multi-media approach;
- (iii) Tailor communication to the specific needs of each audience segment, and;
- (iv) Cultivate a pro-active outreach approach with regard to engaging with the media.

In a nutshell, this document makes a case for the continuous review of the Communications Unit in order to give it both the structure and capacity that can enable it serves the Ministry more effectively.

1.5 Rationale for the Communications Strategy

It is acknowledged that programmes and projects succeed when they are well understood and supported by stakeholders. However, such programmes and projects are placed at risk when the Ministry steering the changes fails to put in place adequate mechanisms to secure support amongst stakeholders. Such mechanisms include adopting a strategic approach to the process of communication. The strategic objectives must therefore respond directly to Stakeholder expectations. The SWOT and PESTEL analyses conducted by the Ministry revealed low levels of awareness about MEWNR activities even among its parastatals and SAGA's thus, resulting in low participation by the general public.

Through a deliberately articulated Communications Strategy, MEWNR will be in a better position to articulate its policies and contribute effectively to the realization of the vision of an *integrated conservation, protection, management and utilization of Environment, Water and Natural Resources for sustainable development* in Kenya. Communication has to be strategic, intensive and consultative in nature, because technical solutions alone cannot build the consensus that is required for greater regional integration. It will therefore be necessary to use strategic communication in order to:

- (i) Raise the profile of the Ministry;
- (ii) Develop the most appropriate and effective means of building understanding and generating support for regional integration amongst key stakeholders;
- (iii) Address various stakeholders' concerns and the general public's perceptions about the fears of loss of our biodiversity which if not addressed, could make the work and approaches of the MEWNR very easy.

Chapter 2

Methodology and Approach to the Preparation of the Public Communication Strategy

2.1 Methodology Approach

This report is the result of the application of stakeholder analysis techniques to the Environment, Water and Natural Resources reforms process. Although stakeholder analysis techniques have been developed and used in the private sector, they are also applicable to the public sector. In this case, the Ministry of Environment, Water and Natural Resources was considered as the focal organization. The situation analysis included desk research, which involved reviewing several key documents to identify pertinent issues affecting the Environment, Water and Natural Resources Sector in general.

2.2 Summary of Key Findings

- The general public has a resigned and negative perception regarding the Government's ability to deliver efficient services related to Environment, Water and Natural Resources. These arise from problems such as inefficiency, non-delivery and abuse of power by the public agencies mandated to manage Environment, Water and Natural Resources. MEWNR, therefore, needs to transform its service delivery in the face of the high expectations of its clients/customers and its stakeholders.
- There are provisions in the Constitution and attendant legislation that will garner support from various quarters, e.g. groups that support of human rights, women rights and natural resources management advocacy groups.
- The Constitution of Kenya (2010) has identified the *right to a clean and secure environment* as a basic right and has placed certain obligations to the State. It is, therefore, imperative that the Ministry's strategies address how these obligations shall be fulfilled.
- The initiatives to streamline operations and services of the Ministry and related institutions will draw the support of professional organizations.

- There is urgent need to repeal and amend a number of existing legislation governing the utilization and management of Environment, Water and Natural Resources sector.
- The Ministry should try and anticipate any threats and risks that have arisen or may arise in the evolving context and emerging complexities of the legal system, and consider how to manage these risks and to defend itself against the threats.

2.3 MEWNR SWOT Analyses

Table 1 MEWNR SWOT Analyses

Strengths: Build on/Amplify	Opportunities: Capitalize
<ul style="list-style-type: none"> • Consultation process during drafting of relevant legislation, e.g. Wildlife Conservation and Management, Water and Forestry Bills • Anchored on new Constitution – legal backing • Majority support for the new Constitution (70%) • Progressive nature of the provisions that have support of key institutions 	<ul style="list-style-type: none"> • Public expectations – sentiments of Kenyans positive • Support by development partners for new constitutional implementation • Ministry can provide leadership by bringing together a coalition that will drive the reform agenda • Opportunity to facilitate ethnic cohesion and nationality through solving of historical grievances related to Environment, Water and Natural Resources
Weakness: Eliminate	Threats: Mitigate
<ul style="list-style-type: none"> • The far-reaching provisions of the policy require extensive human, financial and technical resources which the Ministry and other implementers may not have, thus depending on external support. This may hamper implementation programmes 	<ul style="list-style-type: none"> • Potential wrangling among political class (National and County governments) – misinterpretation and sectarian interests • Opposition from advocacy groups that have particular interests that may be eroded by new provisions/legislation • Opposition/sabotage by groups/individuals currently benefiting from status quo

2.4 Key Lessons from the current undocumented communication strategy and approaches by MEWNR

It is clear then, that, communication is today generally seen as an integral component of enabling management realizes its objectives. For this reason, it requires to be planned and budgeted for in order to:

- (i) Ensure the most efficient use of scarce resources through a process of prioritization and rationalization;
- (ii) Provide practice guidelines and clear direction for everyday activities;
- (iii) Identify the drivers of change and the best means of engaging with them, and;
- (iv) Ensure predictability and continuity, while also enabling a continuous review of existing organizational activity and indicative milestones against which to measure success.

An effective Communications Strategy must therefore clearly establish the following elements:

(i) Policy Objectives: these are key to the success of a communication strategy. The main point is that the objectives should be such that the communications policy/strategy is organizationally driven rather than communications driven. Communications activities must be seen as a means to an end, and not as ends in themselves. They are therefore typically, to be aligned with the organizations broader Objectives because they are formulated to serve the MEWNR. Aligning communications and organizational objectives also helps to reinforce the importance and relevance of communications, thereby making a convincing case for proper resource allocation for communications activity within the organization;

(ii) Audiences and their profiles: It is essential to identify and profile the different target audiences and also determine appropriate strategies for engaging with the different targets and profiles;

(iii) Key Messages: Strategic targeting and consistency are critical to the organization's messages. The organization should create a comprehensive case covering all the key messages, and emphasize the different elements of the case for different audiences;

(iv) Channels, strategies and activities: It is important to identify the various channels to be used in the communication process and also elaborate on the strategies as well as key activities that best yield the desired results;

(v) A Communications Budget: Far too often many organizations forget to factor in the communications cost, especially as it relates to the development of the MEWNR's key products. A good strategy must factor in a budget as a key aspect of the overall management of the strategy, and;

(vi) Monitoring and Evaluation: It is important to periodically assess the effectiveness of the Communication Strategy with both internal and external audiences. The results of the evaluation should be discussed and used to review and amend the strategy.

2.5 Implications of Research on the Public Communications Strategy

Below are key implications of the research findings on the development of the Public Communications Strategy for the Environment, Water and Natural Resources reforms agenda.

1. Build communication on the existing levels of awareness on Environment, Water and Natural Resources reforms in different sectors to increase knowledge and build understanding on the provisions and scope of the reforms as espoused by the Constitution 2010.
2. Leverage the media as a strategic partner. Build on the relatively positive coverage of reforms to build the right media content and treatment and to influence the nature of coverage.
3. Enlist the support of opinion leaders in different sectors as agents for disseminating information on the reforms taking place.
4. Implement advocacy approaches to build support among the 47 county governments in order to improve public service delivery
5. Build confidence and create demand among members of the public interacting with the Ministry of Environment, Water and Natural Resources, by “*magnifying*” new projects and initiatives the Ministry is undertaking.
6. Tailor communication to the specific needs of each target group and focus on results and benefits that have a meaning to their lives or work.

7. Build internal support by sensitising and updating Ministry staff on the structural and operational changes taking place with regard to Environment, Water and Natural Resources reforms.
8. Co-ordinate communication aspects of the Environment, Water and Natural Resources reforms to build synergy across the different government Ministries/Departments participating in the reforms.
9. Deliver communication from a branded platform (corporate identity) to maintain coherence across different communication activities and to cost-effectively build the cumulative positive effects.
10. Training institutions that are charged with providing necessary human resource to support the modernization programme should also be made aware of the magnitude of this responsibility through communication.

Chapter 3

MEWNR's Target Audiences and Stakeholder Analysis

3.1 Key Audiences for the MEWNR

There is increasing recognition that the MEWNR related audiences and stakeholders which includes both public and private sector as well as Civil Society Organizations (CSOs), including on-Governmental Organizations (NGOs). For MEWNR this holds true as well. The different audiences can be divided into three categories:

- (i) Internal audiences
- (ii) External audiences, and;
- (iii) The Media as a special target audience.

MEWNR's key audiences and stakeholders although this may not be an exhaustive list, it represents a list of key stakeholders per category and which can be expanded and regularly updated. All channels of communication and messages must therefore be tailored accordingly to suit each of these that include:

1. Benefitting Public
2. Counties
3. Development Partners
4. Stakeholders and Advocacy Groups
5. Training Institutions, Kenya Water Institute and other institutions of higher education
6. Members of Parliament/Senators
7. Professional Organizations (Water professionals, environmentalists, foresters and wildlife experts)
8. Private Conservancies, WRUAs, environmental groups
9. The Media
10. Bilateral and multi-lateral donor agencies
11. Partner states and countries
12. East Africa Community

3.2 Different Needs for Different Categories of Stakeholders

The current experience shows clearly that the information needs of the different audiences and stakeholders vary, depending on the interests and businesses of the different stakeholders as well as existing knowledge and familiarity with the broader MEWNR issues.

Thus considering the diversity of information and communication needs across the range of stakeholders, it is useful to distinguish between two levels of information / communication needs, thus:

i) Analytical information needs: This is needed at a higher level with inputs and contributions to the coherent and consistent message that the MEWNR should convey to the larger public on issues relating to all the pillars and operational areas. It entails presenting or publishing facts regularly and unpacking their implications protection, conservation and restoration of environment, Water and natural resources.

ii) Practical information needs: These puts focus on ministerial functions and activities on a regular basis, as required by critical stakeholders such as business people;

This public communication strategy takes into account MEWNRs vision, mission as well as the new strategic direction on how to package messages to be communicated to various stakeholders. Some of the expectations of the Stakeholders are that they are invited and engaged in MEWNR's programmes and projects and that the Ministry responds promptly to their enquiries. It will therefore be critical that the Ministry adopts an "open-door" policy where this category of Stakeholders is well sensitized on the affairs of the ministry. The Media's expectation is that the Ministry engages, involves and welcomes constructive criticism from them. This will provide useful feedback on public opinion concerning the effectiveness of the Ministry's policies and its outreach programmes.

3.3 MEWNR's Internal Audiences

The internal audience consists of the Cabinet Secretary responsible for the Ministry of Environment Water and Natural Resources ; the Principal Secretaries ,State department of Environment and Natural Resources, and that of Water s well as Senior Management including HoD's and Directors and staff of the Ministry. This first top ministerial management tier requires to be always kept abreast of all MEWNR matters and the entire progress being made on all ministerial activities and processes. The main channel of communication here is to ensure frequent internal meetings, briefing documents and consultations that are usually coordinated by the Principal Secretaries. The expectations of this audience segment are that there is effective coordination of all ministries activities. This

will be possible through the formulation and articulation of clear policies that articulate and effect the prompt provision of relevant information and data.

3.3.1 Key Principles of MEWNR's Internal Communications Framework

The following is proposed to constitute the key principles for all MEWNR's internal communication:

- i) Allow for regular departmental meetings and management that encourage closer links and understanding between MEWNR management and its staff through regular face to face briefings, sessions and meetings;
- ii) Use of circular communication process with an emphasis on consultations, sensible debate and feedback;
- iii) Encourage closer links and understanding between MEWNR management and its staff through regular face to face briefings, sessions and meetings;
- iii) Encourage and foster a team spirit by ensuring that all strategic MEWNR staff receives a copy of the wider MEWNR strategic plan; all MEWNR documents as well as this communications policy and strategy;
- iv) Continue to organize management debriefing meetings once every week in order to plan or review plans for the week ahead and to report progress on ongoing activities;
- v) Ensuring departmental full staff meetings with other MEWNR implementers at least once every month to report and review progress and full staff meetings with once a quarter ;
- vi) Celebrate major MEWNR accomplishments so that all employees are reenergized and empowered with a new sense of direction and fulfillment forged;
- vii) Ensure wide spread availability of information through notices, e-mail communication; newsletter, web-site and all other channels for purposes of general information;
- viii) Publish quarterly and a bi-annual MEWNR Newsletter;
- ix) Provide proper orientation to all new/ incoming staff;
- x) Publish materials including books (where necessary), reports and various IEC materials of interest to the MEWNR and its various stakeholders
- xi) Timely and clear communication to staff;

3.4 The Practical Information Needs for the internal Audience

The practical information needs required internally though the list may not be exhaustive include:

- (i) Main calendar activities of MEWNR, preferably by each department;
- (ii) Work plans and monitoring/progress reports relating to key activities;
- (iii) Highlights of main achievements and main challenges to MEWNR's main operational activities;
- (iv) Events (announcement and launch of reports);
- (v) Ministerial statements on MEWNR progress and developments.

3.5 The Analytical Information Needs for the Internal Audience

The analytical information needs required for the internal audience though the list may as well not exhaustive include the following:

- (i) Regular briefing on all MEWNR programmes areas,
- (ii) Major Policy publications underpinning MEWNR's work, including the, *MEWNR's Strategic Plan (2013-2017)*, *MTP II*, *MTEF II* and the various progress reports on programmes and projects
- (iii) MEWNR's analytical studies by experts on environment, Water and Natural Resources

3.6 External Information Needs

Information needs of external stakeholders vary widely, but it must be noted that the level of detail desired is not always possible to provide. MEWNR should endeavor to provide information on a 'Need to Know' basis even as it works to expand its information and database on all areas.

3.7 MEWNR Key Principles for External Communication

The implementation of communications strategy, the MEWNR will reinforce and refine its approaches to external relations by defining and adopting a focused external relations strategy. In this regard the MEWNR will develop clear positions on issues of importance to its various publics and will always endeavor to improve its information dissemination process. All external communication must therefore be well coordinated in close liaison with the directorate of public Communications for purposes of coherence as already outlined in preceding sections.

All the information targeting the external publics will be for the purposes of informing, educating and, communicating on pertinent MEWNR developments and initiatives to raise its profile with external audiences the MEWNR will ensure that:

- (i) MEWNR maintains active and open internal communication so that staff is aware of its views and positions on issues in case they are to represent the ministry in external functions;
- (ii) Uses and exploits opportunities to meet media and other external audiences;
- (iii) MEWNR generates ideas and messages on each of the respective progress/accomplishments being made.

3.8 MEWNR Guiding Principles for Media Engagement

The main channel for communication for all external MEWNR communication remains the media. The strategy encourages this Communication Strategy to actively engagement with the major media in Kenya, in order to reach the general public for continuous understanding of the role and mandate of the Ministry, its objectives, functions, challenges and constraints that stand in the way of realizing the ultimate objective.. To achieve this objective, the MEWNR must proactively promote positive information and campaigns in the media. The key principles of engaging with the media must include the following:

- (i) Make information available to the media through appropriate spokespersons;
 - (ii) All media inquiries must be directed to the directorate of Public Communications who will offer the professional lead for dealing with the specific inquiry;
 - (iii) The directorate of public Communications must consult with the Cabinet Secretary and the Principal Secretaries and where necessary, the relevant Head of department or director in order to prepare a well-crafted and informed response;
 - (iv) Develop and maintain good relationships with the media, especially the local media, and in particular returning calls and providing clarifications after consultations;
 - (v) Make information available to the media through appropriate spokespersons;
 - (vi) Respect the right of the media to represent their views on matters relating to MEWNR and the EAC in general, and;
- (i) Its very important to note and remember that media houses operate under tight deadlines, hence the need for speed and promptness in dealing with issues.

3.9 MEWNR's Relation with the Mass-Media

The engagement with the mass media for the MEWNR will include:

- i) MEWNR to participate in radio and TV talk shows;
- ii) Organize for press conferences to profile MEWNR activities;
- iii) Make MEWNR information timely and newsworthy at all times
- iv) Its encouraged staff to refrain from making statements that the MEWNR would not want to be quoted on, or misunderstood;
- v) Never forget to frequently refer to, and use the Ministry's full and proper name in all its media appearances/talk shows and in written articles.
- vi) Tell the truth at all times even if it hurts the image of the Ministry.

3.9.1 MEWNR's Branding and Identity

The strategic objective of branding aims at strengthening an organization's public standing. This role requires the ministry to maintain a consistent corporate image and identity in all its internal and external engagements. The key principles underpinning MEWNR'S ministerial branding and corporate identity shall include the following:

- (i) The MEWNR logo shall be promoted throughout the Ministry and to all other partners and stakeholders.

The MEWNR's brand identity must be projected in all its documents, including, its various types of correspondence, PowerPoint presentations, and advertisements and /or any other form of publicity

- (ii) The MEWNR-GoK logo, as illustrated below and ensuring the mention of the Ministry's name at all times as, *Ministry of Environment Water and Natural Resources* placed below the words Republic of Kenya which also define the complete and proper use of the Coat of Arms of the Republic of Kenya, and depending on further consensus and agreement shall be the basic portrait of the Ministry as illustrated below;



(iv)The Ministry's corporate colors derived from the logo portrait are the predominantly light blue representing water and Green representing Flora and Fauna as in the published *Strategic Plan for 2013-2017* and in this document. All publications, correspondence, promotional materials must be clearly identified with this image with requisite prominence.

(vi) The proper use of the Ministry's logo and image shall be closely monitored by the directorate of public communications to ensure consistency and upholding of the common identity and brand.

Chapter 4

MEWNR Strategic Communication Strategy

4.0 The Public Communications Strategy

Findings from the assessment for this strategy suggest that there is need for a Public Communications Strategy that provides information to key stakeholders and the general public on the provisions of the Environment, Water and Natural Resources reforms programme and to seek their support in its implementation. On the basis of this assessment, the following are the communication objectives of this strategy.

4.1 Overall Objectives

The overall objectives of the Public Communications Strategy are:

1. To increase awareness and improve knowledge on provisions of the new Constitution and attendant legislation
2. Build support for the reforms among stakeholders
3. Build confidence and pride among members of the public interacting with the Ministry of Environment, Water and Natural Resources
4. Create demand for use of the improved services

4.2 MEWNR Staff Capacity Mix for Implementing the Communication Objective

Ensuring the MEWNR gets the right mix of staff with other backgrounds and competencies is therefore as important, in addition to dedication and professionalism. Some examples of the staffs compliment required in a multi-media communications environment are high-level editorial expertise; communication; design and layout; IT and new media; PR and Media liaison as well as research. The staff ought to embrace a high level commitment to implementing the communication strategy and enforcing the basic standards. Training and awareness – raising should be fully embraced and where MEWNR has made substantial progress this should be consolidated. There is need to have continuous identification of relevant and appropriate staff to man the communications unit as well as continuous capacity development. It is not enough to just have persons with PR/media backgrounds, or alternatively, strictly ICT backgrounds as both have conspicuous limitations when it comes to the appreciation of relevant content and the needs of different audiences.

Chapter 5

Implementation Public Communications Strategies

5.0 Strategies to be employed

The overall objectives of the MEWNR Communications Strategy will be achieved through specific strategies that have been proposed and extensively considered. The following strategies will ensure that the primary and secondary audiences are reached effectively to achieve the communication objectives of the Public Communications Strategy. The communication objectives under each of the four key result areas are addressed by the broad strategies outlined below.

1. Thematic multi-media communication campaigns to build a broad knowledge base on the nature and scope of the Environment, Water and Natural Resources reforms among different sectors of the public.
2. Policy advocacy directed at decision makers and influential leaders at different levels to increase their understanding, to generate the support and raise the profile of Environment, Water and Natural Resources reforms in their work.
3. Media advocacy to promote accurate and analytical coverage of the Environment, Water and Natural Resources reforms and to raise their profile nationally.
4. Stakeholder communication to help leaders add on and communicate the Environment, Water and Natural Resources reforms agenda when interacting with key audience groups.
5. Capacity building of focal personnel within relevant Ministries/Departments to support them to disseminate information in ways appropriate to the mandate of their institutions.
6. Special events to provide opportunity for the public to learn about the changes in a cordial and non-threatening environment e.g. open days, shows and tours.

Each of the six specific strategies is elaborated below under the Public Communications Strategy matrix.

5.1 Public Communications Strategy Matrix

The key aspects of each of the six specific strategies described above are summarized under each respective strategy in matrix form. The matrix integrates all aspects of the strategy indicating the logical link between the audience, key message themes, methodology, channels and tools, expected outcomes and implementing partners. Key message themes are based on the objective for communication for each audience and the findings from the assessment. The strategy matches audiences with specific channels depending on the appropriateness of the channel to the specific audience. The approaches combine mass media, community-level activity and interpersonal communication - all linked to specific outcomes.

5.1.1 Strategy 1: Thematic multi-media communication campaigns to build a broad knowledge base on the nature and scope of the Environment, Water and Natural Resources reforms among different sectors of the public.

Phase 1 of this strategy will be a public information campaign providing general information on the reforms. This phase will aim at building a critical mass of people within the general population knowledgeable about the reforms in order to provide a conducive environment for their implementation. The campaign will be delivered through mutually reinforcing mass media to build awareness and increase knowledge on the on-going reforms and their benefits throughout the country. Mass media will be complemented by the public participation mechanisms that engage opinion leaders who will reinforce the key messages at the local level through various community fora.

Phase 2 will focus on motivating clients to access services. The thematic communication programmes of the second phase will be selected based on progress of reforms in the Ministry.

Table 2

Audience	Key Message Theme	Methodologies	Tools and Channels	Outcome Indicators	Partners
Phase I					
The general	The provisions of the	Raise awareness	Series of print	Increase levels of awareness	Media organisations

public	<p>Constitution 2010 and attendant legislation related to Environment, Water and Natural Resources reforms</p> <p>Benefits of the these reforms to Kenyans and the need to support these changes</p> <p>Progress made so far (enacted legislation and pending bills)</p> <p>How the reforms address the Environment, Water and Natural Resources issues in specific regions/counties</p>	<p>nationally through a multi-media campaign delivered utilizing both paid-for advertisements, earned media and interpersonal channels</p>	<p>advertorials and adverts in the <i>print media</i></p> <p>TV and Radio infomercials Documentary</p> <p>Information materials – posters, brochures</p> <p>News and feature articles in both print and electronic media</p>	<p>on the changes among adult population within the first 60 days</p> <p>Increase in quality of knowledge on the reforms</p> <p>Increase in percentage of adult population supporting the reforms</p>	<p>NGOs</p> <p>Civil society</p> <p>Advocacy groups</p> <p>Professional organisations</p> <p>CBOs</p> <p>FBOs</p>
Phase II					
The	Invitation to	Reinforce	Information	Raised public	Media

general public	participate in the uptake of services at reforming institutions Consumers to demand improved services	campaign messages by mobilizing FBOs, NGOs, CBOs, and government departments to disseminate information to communities within their reach Develop and implement rolling thematic communication programmes on MEWNR themes Carry out regional interactive forums	materials Radio and TV discussion programmes Community information clinics and <i>barazas</i> Open days, shows and tours	interest levels in land issues Increase in number of consumers aware of their rights and responsibilities Number of organisations supporting reform initiatives	organisations Advocacy groups NGOs Civil society Professional organisations CBOs FBOs
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5.1.2 Strategy 2: Policy advocacy directed at decision makers and influential leaders at different levels to increase their understanding generate their support and raise the profile of Environment, Water and Natural Resources reforms in their work.

Decision makers in Government (national and county), the private sector, civil society, development partners, professional bodies and community and faith-based organizations have an influential role in matters of national importance. Advocacy efforts will be directed at

raising decision makers' awareness on the progress being made, the challenges being faced and the role they can play in helping accelerate the reforms. The decision makers will be reached through specially targeted policy communication materials.

Table 3

Audience	Key Message Themes	Methodologies	Tools and Channels	Outcome Indicators	Illustrative Partners
<p>Primary: Key decision makers in government, private sector, civil society advocacy groups and professional bodies</p> <p>Secondary: Mass media</p>	<p>Challenges, progress of the reforms</p> <p>Role they can play to accelerate uptake of services</p>	<p>Piggy back on existing forums to disseminate key information on progress, opportunities and challenges in the reform initiative</p>	<p>Information and education material (IEC)</p> <p>Quarterly progress news reports/ newsletter</p> <p>Brochures, periodical on progress and challenges</p> <p>Fact sheets</p> <p>Web posts</p> <p>Social sites posts</p> <p>Establishment of County</p>	<p>Increase in number of leaders and decision makers integrating Environment, Water and Natural Resources reform messaging in their organizational work</p> <p>Increase in knowledge among decision makers and leaders on Environment, Water and Natural Resources</p>	<p>Political leaders</p> <p>Governors, Senators and MCAs</p> <p>Water Rivers Users Associations (WRUAs)</p> <p>Kenya Private Sector Alliance</p> <p>Water Professionals Associations</p> <p>Foresters Associations</p> <p>Environmentalists Associations</p> <p>Development partners</p>

			Consultations Forum	reform measures Increase in number of decision makers supporting Environment, Water and Natural Resources reform initiatives	NGOs dealing with human rights issues
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5.1.3 Strategy 3: Media advocacy to promote accurate and analytical coverage of the reforms and to raise their profile nationally.

The media will be leveraged as a strategic partner through a proactive media relations programme. Under this strategy, the media will also be used as one of the channels for communicating the reforms to the public. MEWNR will proactively engage media organisations by providing them with information and tools to facilitate accurate and analytical coverage of the reforms.

Media training workshops at the national level and county level will be designed to prepare journalists to cover reform issues more analytically and to participate in the award programme.

Table 4

Audiences	Key message themes	Methodologies	Tools and channels	Outcome indicators	Illustrative Partners
<p>Owners/Executives of media organisations</p> <p>Editors of national and regional media bodies</p> <p>Journalists in national and regional media organisations</p>	<p>The provisions of the Environment, Water and Natural Resources reform programme</p> <p>Holistic nature of the Environment, Water and Natural Resources reforms and their positive contribution to efficient service provision</p> <p>Progress being made and challenges being faced in implementing</p>	<p>Increase knowledge of editors/reporters through training workshops and editorial briefings</p> <p>Facilitate accurate coverage of reform issues by developing and disseminating an informative media kit</p>	<p>Media Kit</p> <p>Training workshops, radio & TV discussion programmes, talk and editorial briefings</p> <p>Case studies of successful Environment, Water and Natural Resources reform initiatives</p> <p>News items, TV and radio programmes, feature articles, call-in programmes</p>	<p>Increased knowledge on the holistic nature of the Environment, Water and Natural Resources reform programme among editors and reporters</p> <p>Percentage increase in coverage of Environment, Water and Natural Resources reform issues by the media</p> <p>Percentage increase in accurate and analytical articles on Environment,</p>	<p>Media houses</p> <p>Editors Guild</p> <p>Media Owners'</p> <p>Professional media organisations</p> <p>Media Council of Kenya</p>

	the changes Benefits of the changes in solving historic and divisive issues			Water and Natural Resources reform issues	
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5.1.4 Strategy 4: Stakeholder communication to help leaders add on and communicate the reform agenda when interacting with key audience groups

Opinion leaders, as influencers within their stakeholder communities, can play a vital and cost-effective role as an interpersonal way of reinforcing the messages sent out through mass media channels. These opinion leaders would include those identified through the audience analysis as key opinion shapers among the targeted audiences. There are also several organisations that would be ideal implementation partners for the longer-term communication, and two-way communication mechanisms for these relationships are also needed.

Table 5

Audiences	Key Message Themes	Methodologies	Tools and Channels	Outcome Indicators	Illustrative Partners
Opinion leaders at the national and regional level in influential organisations with wide geographical reach	Contribution of reforms to efficient provision of services	Disseminate information to opinion leaders on Environment, Water and Natural Resources reforms and communication	Briefing materials Seminars and workshops Organisational meetings Articles in	Discussions by opinion leaders are increasingly based on correct knowledge of the Environment, Water and	NGOs Key government ministries FBOs Development

<p>The opinion leaders will be engaged at two levels: opinion leaders who will serve as channels and those who will be implementing partners</p> <p>Provincial administration, civil society, religious leaders</p>		<p>needs within their communities</p> <p>Establish “forums” to engage opinion leaders and promote public participation at the national, regional and local level</p> <p>Facilitate opinion leaders to reach out to their communities with reform issues by providing communication support through, for example, talking points on Environment, Water and Natural Resources reforms</p>	<p>sector publications</p> <p>Quarterly progress newsletter</p> <p>Public <i>barazas</i></p>	<p>Natural Resources reform initiatives</p> <p>Increase in knowledge of the reforms among policy and decision makers</p>	<p>partners</p> <p>The Presidency/Ministry of Internal Security (provincial administration)</p>
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5.1.5 Strategy 5: Capacity building of focal personnel (technical group) within the Ministry to support them to disseminate information to various levels of clients

Focal personnel in the Ministry will be core to ensuring the success of implementation of several components in this Public Communications Strategy. Capacity strengthening in order to implement this Public Communication Strategy is therefore an important task. This will include training of key officials on how to integrate communication as a strategic input to support their objectives. Technical assistance for the relevant institutions to build their capacity to develop and implement communication plans appropriate to their mandates will need to be provided.

Table 6

Audiences	Methodologies	Tools and Materials	Outcome indicators	Illustrative Partners
Technical working groups in the Ministry Officers in relevant ministries whose activities have a bearing on Environment, Water and Natural Resources reforms	Orientate top management to the Public Communications Strategy Create a Ministerial co-ordination committee to provide coherence and guidance on communication activities	Workshops and Seminars Technical assistance <i>“How To”</i> Guides and Manuals Communication planning templates	Number of Ministries/Government institutions that have integrated Environment, Water and Natural Resources reform communication in their operations Number of institutions successfully implementing components of the Public Communications Strategy relevant to their mandate Increased communication capacity within government institutions as measured by increased resources and implementation of communication plans	Various Ministries as Non State Actors Semi Autonomous Government Agencies Office of the Attorney General

5.1.6 Strategy 6: Special events to provide opportunity for the public to learn about the changes in a cordial and non-threatening environment

There is need to bring the services being provided by the participating institutions closer to the people so that they can interact with the services provided by participating institutions. We propose this to be done through a series of highly profiled “Environment, Water and Natural Resourcesclinics” and other interactive forums to provide opportunities for the public to interact with improving services in a non-threatening and cordial environment.

Table 7

Audience	Key Message Themes	Methodologies	Tools and Channels	Outcome Indicators	Illustrative Partners
General public at the grassroots level	Service provision has improved	Environment, Water and Natural Resources clinics Public <i>barazas</i>	Information and education material (IEC) Road shows	Increased percentage in citizens’ aware of the services provided by the Ministry and how to access them Increased confidence in ability of ministry to solve various land related issues	Civil society organisations Office of the President FBOs/CBOs Non State Actors (NSAs) Semi Autonomous Government Agencies

Chapter 6

Implementation, Monitoring and Evaluation of the Public Communication Strategy

6.1 Monitoring and Evaluation Framework

Monitoring and evaluation will be essential to objectively establish progress towards the achievements of the objectives of this Public Communications Strategy and in tracking the performance of the programme. The key aspects of the M&E framework for this programme include:

- Monitoring of the implementation of the activities as they happen through process and outcome indicators
- Assessing the outcomes and the contribution of communication activities to the Environment, Water and Natural Resources reforms targets at regular intervals (e.g. baseline surveys to assess changes in knowledge, attitude, behaviours and practices)
- Adding results to the overall Environment, Water and Natural Resources information management system.

A formal survey is proposed to be carried out to measure the effectiveness of the messages and engagement with stakeholders at various levels. The level of awareness, appreciation of the brand, assimilation of the message will be measured among target audiences.

The results will determine whether the strategy is on course, any adjustments that may be required and resultant risks that need to be managed.

Media monitoring will be an integral part of the survey, to monitor local print and electronic media. The number of negative or positive mentions, amount of space, prominence of the item and the tone will be measured.

6.2 Monitoring and Evaluation of Performance

The Ministry will generally rely on the following measures to monitor the success and effectiveness of its communication programme:

- (i) Close monitoring of MEWNR media coverage in both print and electronic media;
- (ii) Stakeholder satisfaction and awareness survey, undertaken during every year of implementation;
- (iii) Staff knowledge and satisfaction assessment;
- (iv) Range, quality and depth of communication products produced by the MEWNR for different audience segments;
- (v) Delivery of measurable improvements in the quantity of communications delivered through the website and staff intranet;
- (vi) Increased brand recognition of the ministry at local, national, regional and international level;
- (vii) Extent of MEWNR distribution network and an assessment of feedback received;
- (viii) Delivery of best value communication service, and;
- (ix) Stronger partnerships and networks established with different institutions other stakeholders and organized groups.

The overall outcome indicators will form the basis for assessing the interim and long-term impact of MEWNR's communication activities. As far as will be possible, this assessment will be conducted by commissioned independent research.

Some and evaluation indicators

- Number of clips appearing in the newspapers
- TV clips
- Number of appearances and or references in websites and blogs
- Tone of articles, size and prominence
- Number of stakeholder engagement meetings held
- Number of workshops held
- Number of participants
- Top of mind recall of MEWNR's message among target audiences

6.3 Knowledge Management

It is important that key information, lessons learned and tacit knowledge gained in the process of implementing the Public Communications Strategy are recorded in a systematic way and shared with partner organizations so that their value is not lost.

In order to initiate a Knowledge Management (KM) component, the following should also be implemented:

- (i) Development and implementation of a detailed contact database that includes the details of all critical individuals and their respective institutions, as well as all other of key stakeholders that need to be contacted from time to time. It is advisable to have this detailed contacts list prominently available for quick usage and reference in the Communications Office;
- (ii) Preparation and presentation of quarterly communication reports to senior management within MEWNR which reports provide analyses of trends and performance in the media and other outlets.

Once instituted effectiveness of the Communication Strategy with both internal and external audiences. The results of the evaluation should be discussed and used to review and amend the strategy;

- (iii) Operationalizing and ensuring that the Resource Centre is a depository for all documents, publications and fitted with an IT-backed information management system.

Table 8: 12-Month Implementation Plan

ACTIVITY	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
<i>Strategy 1: Thematic multi-media communication campaigns to build a broad knowledge base on the scope of the reforms among the general public</i>												
Create campaign iconography (theme, logo, slogan) and produce information materials, radio and TV spots												
Develop the information materials												
Coordinate media placement												
Disseminate materials and information through various channels												
Link mass media to community level activities by mobilizing partner bodies at different levels												
<i>Strategy 2: Policy advocacy directed at decision makers and influential leaders at different levels to increase their understanding, generate their support and raise the profile of reforms in their work</i>												
Piggy back on forums for different groups												
Place articles in professional magazines												
Support and coordinate community outreach forums												
<i>Strategy 3: Media advocacy to promote accurate and analytical coverage of the reforms and to raise their profile nationally</i>												
Produce and disseminate an												

informative media kit/regularly revise													
Plan and hold media training workshop													
Implement a proactive media relations programme													
<i>Strategy 4: Stakeholder communication to help leaders add on and to communicate the reform agenda when interacting with key audience groups</i>													
Produce and disseminate information materials to decision makers on challenges and opportunities													
Identify appropriate forums and disseminate information to decision makers													
<i>Strategy 5: Capacity building of focal personnel within the Ministry to support them to disseminate information to various levels of customers/clients</i>													
Produce and disseminate briefing materials													
Hold team briefing sessions													
Orientation and training for Environment, Water and Natural Resources reform communicators													
Prepare and produce progress bulletins/updates													
<i>Strategy 6: Special events to provide opportunity for the public to learn about the changes in a cordial and non-threatening environment.</i>													
Hold Environment, Water and Natural Resources clinics in different counties													

Table 9: Detailed Implementation Plan (DIP) of the Public Communications Strategy – Jan 2015 to Jan 2016

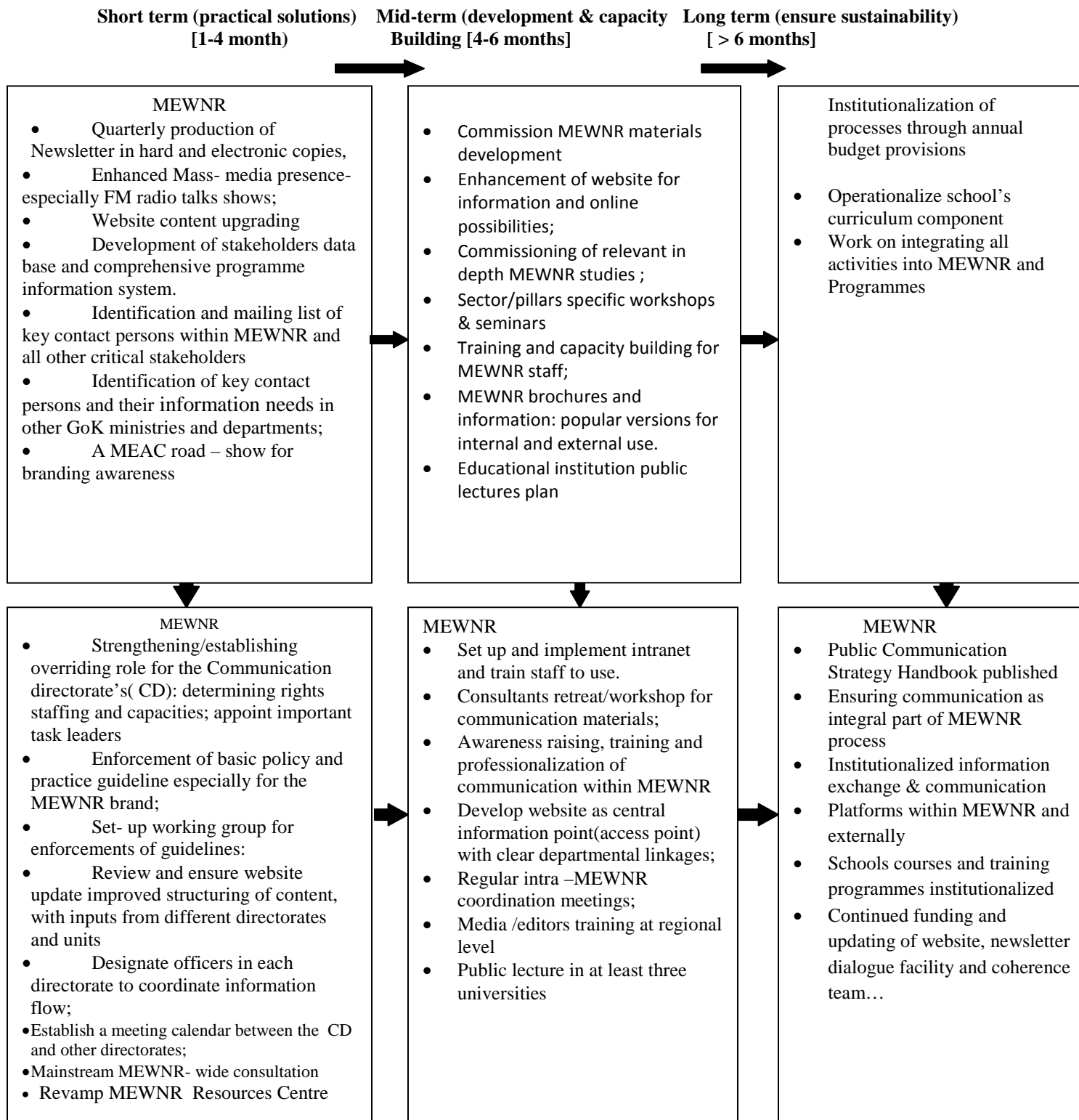
Strategies	Activity	Responsibility	3rd Party Requirement	J	F	M	A	M	J	J	A	S	O	N	D
<i>Develop and implement a national branded public information campaign</i>	Create campaign logo, theme and slogan	PCD/ MEWNR	No												
	Develop, pre-test and produce information, education and communication (IEC) material:	PCD/ MEWNR	No												
	posters ¹ ,	PCD/ MEWNR	Printing												
	i. 4 print ads which will be placed in rotation	PCD/ MEWNR	Production												
	ii. 3 radio infomercials	PCD/ MEWNR	Production												
	Draw a media placement schedule and co-ordinate placement over a period of three months	PCD/ MEWNR	No												
	Media placement on TV, radio, newspapers	PCD/MEWNR	Placement on media												

	Develop a documentary	PCD/MEWNR	Production costs															
<i>Policy advocacy directed at decision makers and influential leaders at different levels</i>	Develop and produce an FAQ on the Environment, Water and Natural Resources reform programme	PCD	Printing															
	Place at least 3 articles in professional magazines	PCD	No															
<i>Strategy summit</i>	Hold a capacity building workshop on Public Communications Strategy implementation	PCD/ MEWNR	Hire of venue/refreshments															
	Develop and produce a stakeholder newsletter	PCD/MEWNR	Printing															
<i>Leverage the media as a strategic partner in communicating reforms</i>	Hold a breakfast meeting between CS/PSs/Directors MEWNR with editors from media houses	PCD/ MEWNR	Hire of venue															
	Draw a media placement schedule and co-ordinate placement over a	PCD/MEWNR																

	period of three months																	
	Develop an informative media kit containing: <ul style="list-style-type: none"> i. Fact sheet on the Environment, Water and Natural Resources reform programme ii. Backgrounder iii. Fact sheets on scope areas iv. Tip sheets for journalists v. Thematic backrounders to be developed to support specific events/functions 	PCD	Printing															
	Develop media leverage plan and coordinate placement around specific themes	PCD/MEWNR	NO															
<i>Stakeholder communication</i>	Develop an informative briefing	PCD/MEWNR	Printing															

<i>to help leaders add on and communicate the reform agenda when interacting with key audience groups</i>	kit and disseminate it to target stakeholders															
<i>Special events to provide opportunity for the public to learn about the changes in a conducive environment.</i>	Regional meetings/Environment, Water and Natural Resources clinic days	PCD/ MEWNR	Production of material such as posters, banners, brochures, flyers													

Figure 1 Indicative sequencing of actions for implementing MEWNR’s Communication Strategy



6.4 An Indicative Consolidated Budget for the Implementation of the Public Communications Strategy and Policy

The budget summary here below provides indicative figures for the successful implementations of the Policy and Strategy. It takes into account both internal and external engagements, and more so, the relatively higher costs associated with the production of special documentaries, infomercials and commercials that may be needed from time to time. It also takes into account costs relating to in-depth public engagement mechanisms, both nationally and regionally.

Table10: Working budget

ITEM/COMPONENT	BUDGET CATEGORY	TOTAL COSTS (KSHS. MILLION)
1. Internal Communication Programme for MEWNR staff	Preparation of user-friendly summary of MEWNR's Public Communications Strategy	2
	Copies of team briefing kits	1
	Four Annual Issues of Newsletter	2.5
	Other publications-brochures, fliers	3
	Website developments and upgrading	5
	Internal consultations	2
	Sub-Total	15.5
2. Public Participation and advocacy to opinion leaders and implementation partners	• Outreach meetings in all Counties	30
	• Breakfast consultations	15
	Sub-Total	45
3. Phased and branded Multi-media Communication Programme	Production of promotional materials	

<i>Phase 1: Multi-media Public Information Campaign</i>	Production and development of several advertorials on MEWNR Special Media placements Public Education campaign launch at national and regional levels Branded banners and kits	40
	Sub-Total	40
<i>Phase 2: Perception change Communication Programme on the benefits of regional integration</i>	Production of print materials Radio and TV education and sensitization programmes Thematic issue advertisements	50
	Sub-Total	50
4. Media Advocacy to promote accurate and analytical coverage of MEWNR's mandate	Training workshops for journalists and editors Consultancies and professional fees Study tours/expose trips for media	30
	Sub-Total	30
5. Capacity Strengthening at MEWNR for management and implementation of Public Communications Strategy	Communications training workshop Technical Assistance/Consultancies Infrastructure support	12
6. Integrating MEWNR issues in Schools Curriculum		6
7. Monitoring and Evaluation (10%)		6
	Sub-Total	24
GRAND TOTAL		164.5

