



KENYA PLANT HEALTH INSPECTORATE SERVICE (KEPHIS)

COMMUNICATION STRATEGY 2024-2028

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ABBREVIATIONS AND ACRONYMS

ACL&FS:	Analytical Chemistry Laboratory & Food Safety
ASK:	Agricultural Society of Kenya
CSR:	Corporate Social Responsibility
EC:	External Communication
ESG:	Environmental Social Governance
GMO:	Genetically Modified Organisms
IC:	Internal communication
IEC:	Information, Education, and Communication
ISMS:	Information Security Management System
KEPHIS:	Kenya Plant Health Inspectorate Service
M&E:	Monitoring and Evaluation
MD:	Managing Director
PR:	Public Relations
SEO:	Search Engine Optimization
WTO:	World Trade Organization

GLOSSARY

TERM	DESCRIPTION
Audience	A group of people to which a communication message aims to reach
Authorized person	Refers to individual(s) authorized to take any action or decision on behalf of KEPHIS
Brand:	Refers to how a company differentiates itself from others. Has also been used to mean KEPHIS
Channels of communication	Means and mediums through which the Service shall use to reach the target audience, public and stakeholders
Crisis:	Disruptive and unexpected event that threatens to harm the organization
Crisis Communication	Type of communication intended to minimize the impact of a crisis situation
Disaster	An extremely bad situation that can destroy an organization's plans, success, or ability to operate
External Communication	Exchange of information with KEPHIS's external stakeholders, public and media
Internal Communication	Processes undertaken to exchange information within the organization
KEPHIS	Kenya Plant Health Inspectorate Service

Media personnel	Persons who work in the media. Used interchangeably with 'journalist'
Media	Channels of communication through which information is passed from one source to the other
Risk communication	Process of releasing real-time information to stakeholders who are at risk of a situation or facing a threat of new plants pests and diseases
Service	Used interchangeably to mean Kenya Plant Health Inspectorate Service (KEPHIS)
Spokesperson	An individual authorized to speak on behalf of the Service on any issue
Stakeholder	Any person affected or has an interest in the services offered by the Service

FOREWORD FROM THE MANAGING DIRECTOR

Kenya Plant Health Inspectorate Service (KEPHIS) in recognition of the value of communications to its operations, has developed a medium-term communications strategy for the period 2024- 2028. This communication strategy aligns with the KEPHIS strategic plan (2023-2027) (under KRA5: Institutional capacity) where it highlights the need to strengthen brand and corporate image to enhance service delivery. This communication strategy will guide the service to achieve the objectives in the strategic plan to enhance internal and external communications, strengthen public and media relation as well as strengthen Environmental, Social and Governance, ESG.

Being a public entity, KEPHIS is cognizant that it is important for stakeholders and the public to be informed, educated and communicated to on its various mandates. There is no doubt that effective communications will enhance effectiveness of its regulatory and facilitative functions. The result of this is attainment of positive impact on plant health, quality of agricultural inputs especially seed, access to markets, and enhanced agricultural productivity for food security and transformed livelihoods.

The Service also recognizes the importance of engagements and feedback as it strives to achieve its various mandates. The Strategy also considers the importance of internal stakeholders, i.e. staff, as a driving force for attaining organizational goals and objectives. Therefore, one of the critical aims of this strategy is to facilitate the effective distribution of information to all internal stakeholders to enhance and standardize communications as the Service builds on its brand perception and image.

Further, the strategy will enable us to facilitate stakeholders and the public with correct messaging as we focus on our key areas for awareness creation. The strategy links the vision, mission, and strategic objectives of the Service with appropriate communications tactics for them to be achieved.

The strategy has also captured the Strengths, Weaknesses, Opportunities and Threats in a bid to better understand the holistic view of the Service and come up with a strategy that addresses them and delivers to internal and external stakeholders. Communications reaches a wide range of audiences; hence this strategy has identified appropriate channels for the various stakeholders. This includes mass media engagements and outreach trips, information, educational and communications materials, stakeholder forums, documentaries and other audio-visual materials, a photo gallery that captures images of the Service for posterity and social media.

I am confident that the Communication Strategy will create a supportive, proactive environment, firmly establishing the Organization's credibility as a responsive Regulatory organization and effectively relaying its vision as the leading global advocate of Excellence in Plant Health and quality assurance in agriculture.

In conclusion, I take this opportunity to sincerely thank the Board of Directors, committee, corporate communications team and the stakeholders for their unwavering commitment and efforts they contributed to see the success of the development of this communication strategy.

PROF. THEOPHILUS M. MUTUI (PHD).

MANAGING DIRECTOR

PREFACE FROM THE DIRECTOR CORPORATE SERVICES

The Kenya Plant Health Inspectorate Service (KEPHIS) Communication Strategy 2024-2028 presents a thorough approach to enhance communication effectiveness throughout its operations. This strategy will support KEPHIS mission of protecting Plant Health, regulating seed quality, and maintaining agricultural standards crucial for food security and market access. Acknowledging the ever-changing communication landscape, KEPHIS has developed a proactive, flexible, and stakeholder-oriented strategy that combines digital innovation with traditional media to cater to the diverse needs of its audience.

A key objective of this strategy is to boost KEPHIS's visibility and brand recognition among its stakeholders who depend on its regulatory services. Improving brand visibility, KEPHIS aims to enhance public awareness of its roles and benefits, fostering greater trust and compliance within the agricultural sector. The strategic focus includes delivering more accessible, timely, and clear messaging across all platforms, along with customized communication that addresses the specific needs of both local and global stakeholders.

Internal communication is equally crucial, as it plays a significant role in promoting unity, clarity, and a shared vision among KEPHIS staff. Through enhancing internal channels and knowledge-sharing initiatives, the strategy aims to ensure that internal stakeholders are informed, engaged, and empowered to represent KEPHIS's values and objectives. This alignment is anticipated to streamline operations and improve service delivery, ultimately contributing to the organization's overall effectiveness.

Furthermore, the Communication Strategy highlights the importance of a well-defined crisis communication framework, preparing KEPHIS for prompt action during crisis.

This communication strategy is closely aligned with important national and international frameworks, including Kenya's Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA), which support initiatives to promote sustainable agriculture and food security. Through this strategy, KEPHIS reaffirms its commitment to excellence in Plant Health and quality assurance, strengthening its relationships with stakeholders and making a significant contribution to Kenya's agricultural sector.

Nancy Ndumia

Director Corporate Services.

ACKNOWLEDGEMENT

This communication strategy is a crucial policy document that will enhance and effectively execute KEPHIS's internal and external communications. The document will guide the Service to develop clear, concise, concrete, coherent, correct, complete, and courteous communications to achieve the KEPHIS mandate.

We acknowledge the invaluable support of the KEPHIS Board of Directors, led by the Chairman, Hon. Joseph M'Eruaki, who provided strategic oversight and guidance, and the Management under the leadership of the Managing Director, Prof. Theophilus Mutui, who played a key role in formulating the communication strategy. The strategy will serve as a guide for the Service's communication from 2024 to 2028.

I also acknowledge the collective effort of the highly skilled and dedicated team that provided their expertise in developing this communications strategy. The officers, including Ms. Nancy Ndumia, Ms. Faith Kaluai, Mr. Simon Maina, Dr. Isaac Macharia, Mr. Nicholas Tunya, Ms. Florence Munguti, Ms. Kellen Karuti, Mr. Bernard Kiilu, Mr. George Momanyi, Ms. Ann Ireri, Mr. Peter Kamuti and Ms. Ireen Nyaga, played an integral role in this process.

A special thanks to the support team who served as the secretariat during the development of this communication strategy. These included Ms. Catherine Muraguri, Stella Nkatha, Fulki Abdullahi, Gerald Ntongai, Ruth Thuku and Brian Ndunda.

We are confident that this communications strategy will significantly increase KEPHIS's reach. This will, in turn, promote best agricultural practices toward a food-secure Nation and safe trade.

Kellen Karuti

Deputy Director Corporate Communications

EXECUTIVE SUMMARY

This Communication Strategy provide guidelines on the process, standard, context, quality, design, ways and means of communication the Kenya Plant Health Inspectorate Service (KEPHIS) should have with its publics including staff, internal stakeholders, external stakeholders, media and the general public.

The purpose of this communication strategy is to ensure that KEPHIS has in place all the modalities that allows the communication department and other employees to refer to when planning to interact with the stakeholders, colleagues, the public, KEPHIS clients, suppliers and the media.

It is divided into seven chapters where the first part discusses the background information, information about KEPHIS, the objectives and the guiding principles on the use and application of the communication strategies. Chapter two contains situation analysis, SWOT analysis and PESTEL analysis. The third chapter cover communication strategies, audience and stakeholders' identification strategy, as well as the messaging strategies and the fourth chapter covers the strategic model including; strategic issues, strategic objectives and the strategies. Chapter five contains the implementation, coordination and risk framework.

Chapter six and seven provides for financial requirements, reporting, Monitoring and Evaluating KEPHIS's communication processes and a template for the M&E framework respectively. This will ensure that the communication processes meet the set objectives, as well as annexures.

Finally, this communication strategy is aimed at ensuring that KEPHIS has the right information to be delivered

to its audience at the right time using the right channels of communication in furtherance to the Service's mission, vision and core functions.

CHAPTER ONE

INTRODUCTION

1.0 Overview

This chapter covers the background information of the Service, rationale and the reason this strategy is developed.

1.1 Background Information

Kenya Plant Health Inspectorate Service (KEPHIS) is established by the KEPHIS CAP 349. The role of the Service is to undertake regulatory function in the agricultural sector on matters regarding plant protection, seeds and plant varieties to assure quality of agricultural inputs and produce. KEPHIS is the designated National Plant Protection Organization, the National Designated Authority on Seed Quality and the National Plant Breeders Rights Office.

1.1.1 The mandate of KEPHIS is outlined in the KEPHIS CAP 349 as follows:

- a) Regulate matters relating to plant protection, seeds and plant varieties;
- b) Administer and enforce Sanitary and Phytosanitary measures;
- c) Support the administration and enforcement of food safety measures;
- d) Establish service laboratories to monitor the quality and levels of toxic residues in agro- inputs, irrigation water, plants, soils and produce;
- e) Be the principal advisor to the Government on issues relating to seeds and planting material;

- f) Implement plant variety protection in Kenya, administer plant breeders' rights and maintain the Plant Breeders' Rights Register;
- g) Undertake plant variety testing and description, seed certification and plant quarantine control;
- h) Undertake inspection and grading of plants and plant produce at the ports of entry and exit;
- i) In consultation with other relevant agencies, develop and implement standards for seed and plant materials;
- j) Implement and enforce national biosafety regulations on the introduction and use of genetically or living modified species of plants, insects and microorganisms, plant products and other related species;
- k) Regulate import and export of plants and plant materials;
- l) In consultation with other relevant agencies, regulate the commercial exploitation of naturally occurring plants and plant-related microorganisms;
- m) Register and license seed merchants, seed growers, agents and any other person who may be required to be registered under the provisions of this Act or any of the laws specified in the First Schedule;
- n) Enter into association with such other bodies or organizations or authorised persons as the Board may consider desirable or appropriate in furtherance of the purposes for which the Service is established;
- o) Be the liaison office for international conventions relating to plant variety protection, plant protection, seed certification and dealing with endangered species or any other related conventions.

1.1.2 Vision

Excellence in plant health and quality assurance in agriculture

1.1.3 Mission

To assure plant health, quality agricultural inputs and produce for a food secure nation and safe trade

1.1.4 Motto

“Plant Health, Our Business”

1.1.5 Core Values

The core values of the Service are;

- Customer focus
- Professionalism
- Integrity
- Teamwork
- Innovation

1.2 Rationale

This chapter covers the global, national and legislative perspective of the strategy.

1.2.1 Global Perspective

With the rapid changes in communications, global audiences expect organizations to develop communications strategies that cater to the growing demand for clear, concise, concrete, correct, coherent, complete, courteous, and two-way communication. Moreover, international frameworks like the United Nations’ Sustainable Development Goals (SDGs), International Plant Protection Convention (IPPC), African Union (AU), Food and Authority Organization (FAO), International Union for the Protection of New Varieties of Plants (UPOV), Organization for Economic Cooperation and Development (OECD) have set benchmarks for responsible and ethical communication, which organizations must align with to build trust and maintain credibility. Hence global communication strategies

must be culturally sensitive, multilingual, and agile to meet the diverse needs of audiences across continents, while also addressing global challenges such as climate change, economic challenges, and technological inclusion.

1.2.2 National Perspective

In Kenya, the communication landscape is shaped by a blend of traditional media and rapidly growing digital platforms, particularly mobile-based communication. The increasing use of smartphones and social media has changed how information is consumed, especially among younger demographics. However, traditional media like radio remains crucial in rural areas where digital access is still limited. Communication strategies must also align with national priorities such as the Vision 2030, the Bottom-Up Economic Transformation Agenda (BETA), which focuses on inclusive economic growth and job creation. With the Country's rich cultural and linguistic diversity, effective communication must be tailored to resonate with regional audiences while addressing critical national issues such as food security, climate resilience, and public health. This approach will ensure that messages reach all segments of the population, regardless of geographic or socio-economic barriers.

1.2.3 Legislative Framework

This strategy is anchored on the Constitution of Kenya 2010, the KEPHIS Act, Kenya Plant Health Inspectorate Service CAP 349, the Data Protection Act No. 24 of 2019, Media Council of Kenya Act of 2013, Public Relations Society of Kenya guidelines, Access to Information Act 2016, the KEPHIS Service Charter, KEPHIS Strategic Plan 2023 – 2027 as well as other policy documents and guidelines. The communications strategy aims at ensuring that the responsibilities and expectations of both the internal and external stakeholder are identified, understood and communicated in a manner that enhances and maintains a positive image of KEPHIS.

1.3 Justification

Given the rapidly evolving communication landscape, KEPHIS requires a comprehensive communication strategy that reflects the current trends, which are increasingly dominated by digital tools and real-time information sharing. The use of social media, mobile applications, and online portals has become critical for effective stakeholder engagement. Therefore, KEPHIS must leverage the growing importance of digital platforms to enhance public awareness, improve service delivery, and respond swiftly to emerging challenges such as climate change, pest outbreaks, and changing regulatory environments.

The new communication strategy will also align with key Government frameworks, particularly the Bottom-Up Economic Transformation Agenda (BETA), which seeks to empower smallholder farmers and agricultural stakeholders by improving access to high-quality inputs, facilitating market access, and promoting sustainable farming practices. Supporting smallholder farmers through access to certified seeds, pest control measures, and compliance with international standards, KEPHIS will contribute directly to the objectives of the BETA model, which emphasizes economic inclusivity and equitable growth.

Furthermore, the strategy aligns with Kenya's Vision 2030, which aims to transform Kenya into an industrialized, middle-income country. Under Vision 2030, the Agriculture Sector Transformation and Growth Strategy (ASTGS) seeks to improve food security, create employment, and increase farmers' incomes. KEPHIS plays a crucial role in achieving these goals by ensuring the availability of high-quality agricultural inputs and protecting the agricultural sector from pests and diseases. The new communication strategy will enable KEPHIS to disseminate key information on seed certification, phytosanitary measures and trade facilitation more effectively.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.0 Overview

This chapter presents analysis of the internal and external environment with respect to the SWOT, PESTEL, previous achievement, challenges, lessons and stakeholder analysis.

2.1 Achievements

KEPHIS continues to play a strategic role in the realization of Kenya's food security, efforts in support of market access, youth and women empowerment in modern agriculture, climate smart agriculture, agricultural sector transformation strategy through increased small holder farmer income, and support to agro-processing hubs, strengthening of research and actively monitoring food system risks.

KEPHIS has built a robust brand through sustained campaigns and participation in Regional, National and International Trade fairs and conferences where it has showcased its innovations in technology and research in Phytosanitary measures, Plant Health, Seed Certification and Plant Variety Protection. KEPHIS has also well established itself as a center of excellence in soil, pest and disease diagnostics seeds, agro-inputs and produce testing with its National and Internationally accredited laboratories.

As a custodian of technical standards, KEPHIS ensures continued economic growth and stability through regulation of developments and certification of Plant Health and Seed Varieties required for various ecological zones, local and foreign markets. It guarantees the safety of agricultural produce through quality assurance and seed certification. KEPHIS has been at the forefront in the protection and conservation of biodiversity that is supportive of sustainable agriculture.

2.2 Challenges

Despite its successes, KEPHIS has faced several challenges in communication, which this strategy seeks to address:

- **Limited Public Awareness:** It has been established that a gap exists among our stakeholders' appreciation of the KEPHIS mandate.
- **Compliance Gap.** There is need to sensitize and create awareness to the public and stakeholders to comply with set phytosanitary measures.
- **Information Gap:** There is need to sensitize the stakeholders on the risks associated with the use of uncertified seeds that can affect agricultural productivity.
- **Stakeholder Engagement:** Engaging with diverse stakeholders—ranging from local farmers to international trade partners—requires tailored communication approaches. Previous strategies did not fully capitalize on digital platforms, limiting the reach to a broader audience.
- **Internal Communication Gaps:** Effective internal communication is crucial to ensure KEPHIS's goals are understood and acted upon by its staff, leading to more cohesive action towards achieving organizational goals.
- **Crisis Communication:** In the event of crisis such as pest outbreaks, trade dispute or issues related to fake seeds- stakeholder confidence can be undermined by rumours, speculations and insider uncertainty. KEPHIS needs to respond swiftly and transparently to address these risks. Previous communication efforts revealed the need for a more structured crisis communication plan.

2.3 SWOT ANALYSIS

Involve interrogating KEPHIS's Strengths, Weaknesses, Opportunities, and Threats (SWOT) that affects its communications and what they imply in establishing the Service's Communication Strategy. This strategy has identified the Communication threats and devised ways to turn them into good opportunities and the communication weaknesses which this strategy has addressed and turned them into strengths.

Table 2.1 SWOT Analysis

Strengths	• Established Brand - Widely recognized as a leading authority on plant health and seed certification in locally, regionally internationally. • Reputation-Is well recognized in quality assurance of agricultural inputs and produce. • Strategic Enabler- Key in the facilitation of trade, imports and exports, certification of plant and plant produce. • Technical capacity - Has infrastructure to enable the implementation of its regulatory role. • Resource Capacity – Has accredited and reference laboratories. • Experience- It has highly skilled staff who support the internal business processes. • Strong Stakeholder Relationships- It has built strong collaborations and partnerships with key stakeholders at local, regional and international levels.
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Weaknesses	• Low Brand Visibility - While KEPHIS is known in the Agricultural sector, there is limited public awareness on its mandate and services. • Limited Digital Presence - Although KEPHIS has an online presence, it has not leveraged on its digital presence to reach a wider audience. • Internal Communication Gaps - KEPHIS has not optimized available internal communication to ensure all staff have access to information.
Opportunities	• Leveraging on technology - The rapid growth of various technological tools and platforms offers an opportunity for KEPHIS to transform how it communicates to its stakeholders. • Data-driven decision-making presents an opportunity for KEPHIS to position itself as a lead agency in the provision of regulatory services. • Government Support and Policy Alignment: KEPHIS has an opportunity to align its communication efforts with national priorities through the support of initiatives highlighted in the SDGs, Vision 2030, BETA and the Agriculture Sector Transformation and Growth Strategy (ASTGS). • International Trade - KEPHIS can leverage its phytosanitary certification services to play a more prominent role in international trade as Kenya seeks to expand agricultural exports. • Enhanced partnerships and collaboration with regional and international bodies to enhance the Service's visibility.

	• Active Participation in local, regional and international forums related to plant health and seed certification.
Threats	• Inadequate preparedness and response mechanism on emerging Plant Pests and Diseases. • Failure to comply with data protection regulations pose a significant risk to the Brand reputation. • Misinformation and disinformation can damage the reputation of the organization leading to negative publicity.

2.4 PESTEL ANALYSIS

The PESTLE (Political, Economic, Social, Technological, Legal, and Environmental) analysis will zero in on external factors from the perspective of how they influence public perception, messaging and stakeholder engagement that could influence KEPHIS's communication strategy.

Table 2.2: PESTEL Analysis

Category	Issues	Implications	Response
Political factors	Change in political leadership	Affects implementation of programmes Changes in policies and priorities	Align appropriately
Economic Factors	Budget constraints.	Limited budget affect outreach and service delivery	Leverage digital platforms to conduct campaigns on mandate.
Social Factors	Limited Public awareness of KEPHIS	Limited understanding of KEPHIS role in plant health	Create targeted awareness campaign on KEPHIS mandate.
Technological	Growth of Digital Platforms.	Need to adapt KEPHIS services with	Invest in latest technology

		the technological changes.	
Environmental	Climate change	Unpredicted weather patterns, Reduced agricultural productivity	Promote climate smart agriculture
Legal	Compliance with set legal Standards	Reputational damage	Ensure compliance with set legal standards.

CHAPTER 3: COMMUNICATION STRATEGY

3.0 Overview

This chapter contains the general communication strategies, audience and stakeholders' identification strategy, as well as the messaging strategies.

3.1 General strategies to enhance KEPHIS Communication and stakeholder engagement

These are the general provisions to enhance KEPHIS's Communication Strategies and visibility in achieving its mandate:

- i. Embrace regular communication with both internal and external audiences to make them aware of any new activity the Service is undertaking.
- ii. Solicit the partnership of development partners, Ministry of Agriculture, SAGAs, Regional and International Regulatory Bodies and other stakeholders and make them KEPHIS's agents of information to ensure that the public is at all times aware of KEPHIS's mandate and activities.
- iii. Have regular advocacy programs and events that promote public participation and keep information flowing among the external audiences.
- iv. Tailor all communication messages according to each of the audiences needs so that no segment feel they are not getting sufficient information touching on KEPHIS's functions.
- v. Seek partnership with the media and built on the trust that should ensure KEPHIS gets favourable and

frequent coverage.

- vi. Build and enhance internal communication support system to ensure that all staff are promptly updated on key developments, management directives, operational issues and strategic direction.
- vii. Have a crisis communication team in place to device ways of updating both internal and external communication to avoid speculation and reliance of information from third parties.
- viii. Increase awareness levels of KEPHIS's operations by having regular one-on-one communication engagements through meetings, seminars and public events.
- ix. Produce sufficient informational materials like newsletters and annual reports that should be distributed to key audience and stakeholders.
- x. Regular update of the Service's website to ensure all relevant information is easily accessible to stakeholders.

3.2 Audience and Stakeholders Identification Strategy

To effectively discharge information, the Service should use the following approaches in identifying the target audience and stakeholders:

- a) **Expectations:** The general public, stakeholders and the media have a legitimate expectation on what information they want from KEPHIS. It is therefore necessary to know what they want to know so as to tailor the message to suit their interest.
- b) **Knowledge and understanding of KEPHIS:** Based on the stated key stakeholders, there are those who understand the Service while others do not. The communication should therefore be tailored based

on their level of understanding of the Service.

- c) **Size:** It is important to know the size and number of the audience/stakeholders the Service want to communicate with since this will inform the kind of communication channel to be used.
- d) **Demographics:** The Service should always consider the occupation, education levels, group memberships and other demographics when determining the choice of messaging to be released to stakeholders.
- e) **Attitude towards KEPHIS:** In any situation, there must be some stakeholders with negative attitude towards KEPHIS. The Service should endeavor to craft messages aimed at winning over and creating a positive attitude towards realizing its mandate.
- f) **Egocentrism:** Most stakeholders/audience will only be interested in things that directly affect them. KEPHIS communication should thus be tailored to suit what directly affects the target audience for better uptake of the information.

3.3 Messaging Strategies

Before crafting a message to be sent to stakeholders, the Service should always start by thinking about the end result of what it is intended to achieve. It is the key points that will help the public and KEPHIS stakeholders to understand the Service's mandate, mission, goal and values.

The following are the steps the Service should follow when crafting communication messages:

Table 3.1: Steps to Follow When Crafting Communication Messages

Step 1	Purpose of communicating	Clearly define your mission, goals and what you want to achieve with the message.
Step 2	Audience or stakeholder	Who is the intended recipient of the message? Is it the public, media, or KEPHIS stakeholders?
Step 3	Crafting message	Is the message intended to be informative, educative, persuasive or a call for action?
Step 4	Tailoring the message	What medium of communication do you intend to pass the message?
Step 5	Planning for emergency	Do you have a fall-back plan in the event the first message does not come out as envisioned?
Step 6	Message evaluation	Has the message reached the intended person and achieved its intended purpose?

3.4 Purpose of communicating

Whether the message is for internal or external communication, the purpose and objective must be clearly defined. Some of the questions to ask are:

- ❖ What action do you want KEPHIS audience/stakeholders to take?
- ❖ Is the communication meant to enlighten, educate or call people into action?
- ❖ Why does the information being passed matter to the intended recipient?
- ❖ Is the communication helping achieve KEPHIS's vision, mission and values?

3.5 Audience/stakeholder

As already provided, knowing the audience/stakeholder makes it easy to plan the language, medium and means of sending a message. The following are some of the key points to remember:

- ❖ Are they persons directly affected by KEPHIS's actions and likely to react with so much feeling?
- ❖ Are they mere observers who do not care about what the Service do?
- ❖ Are they persons who can critically absorb the information being disseminated and put it into action?

3.6 Crafting messages

This is the most complicated part and should be carefully crafted to achieve the purpose. The major things to consider are:

- ❖ **Message content**

It is the content that will make any communication message effective. The content should be different for each message depending on the purpose of communication.

For the purpose of this Communication Strategy, all KEPHIS communication messages should be:

- Concise by focusing on the key points
- Strategic by addressing the matter at hand
- Relevant by considering the stakeholder's/audience needs

- Simple by using easy to understand language and avoiding jargon where necessary.
- Memorable and easy to recall
- Compelling to stimulate reaction
- Tailored to suit the communication medium

❖ Tone and mood of the message

The mood and tone of any message will determine how the intended recipient will react to it. Under this strategy, KEPHIS's communication should fit with the Service's values by not being frightening but careful designed to promote action.

❖ Language and style of communication

KEPHIS has different audiences and stakeholders and since some of its mandate involves working with local farmers, the language it chooses to communicate should be one that is widely understood by the target audience. The style of communication should be simple and free flowing to make everyone understand the message.

❖ Consistency

KEPHIS's communication should not be a one-off activity. The message should be consistent through collaboration of both the management and the staff to help the Service achieve its mission and goals.

3.7 Tailoring the message to suit the medium

As will be discussed in the next segment, there are several channels of communication to choose from for KEPHIS to pass its communication. The messages should thus be tailored to suit the different channels whether it is for newsletter, newspaper, television, radio, website or social media.

3.8 Planning for emergency

This will be discussed in details under Crisis Communication but for purposes of messaging, this strategy provides that KEPHIS should plan for emergency in messaging to have a fallback plan in case the intended message does not achieve the purpose. To achieve this, the strategy provides the following in case of an emergency in messaging:

- Do not panic
- Recall the message and assess where the problem is
- Issue a correction and let everyone know you have released the correct version of a message/statement

3.9 Message monitoring

Although there is a different segment on monitoring and evaluating KEPHIS Communication activities, the messages should also be monitored to ensure they achieve the intended goal. It is also through monitoring that the Corporate Communication department can identify any wrong message sent to stakeholders that requires a recall and correction.

3.10 Strategies for choosing the right channel for communication

Before deciding which channel to use, this communication strategy provides that the Service should consider:

- ❖ **Reach and accessibility:** The channel should have a wide reach and cover the gap between geographical locations unless the message is targeting a select few.
- ❖ **Speed:** Channel used should be fast and convey the message with immediacy.
- ❖ **Cost:** Any channel used should be cost effective and help KEPHIS save funds.
- ❖ **Confidentiality:** If the message is for a targeted few, the channel should be confidential and not accessible by third parties.
- ❖ **Evidence of messages delivered:** The channel should be able to be monitored for evaluation of the communication process.
- ❖ **Reliable:** not all channels can be trusted to deliver a full message therefore any medium selected should be trusted to convey the message.
- ❖ **Accuracy:** The channel should be accurate in passing the information and not one that distorts facts.
- ❖ **Available:** Channel should be easily available to pass the message anytime need arises.

3.11 Strategies for media relations and engagement

Media is a key partner and central to achieving KEPHIS's vision and mission. Under this communication strategy, Media relations and Engagement entails all the activities that the Service should undertake to liaise with the media in order to inform the public about KEPHIS's activities, achievements, mission, vision and policies. In order to incorporate the media to tell KEPHIS's stories, this strategy provides the following tools:

a) Press releases

This should be short, compelling news story written by KEPHIS's authorised spokesperson or any other appointed person for distribution to the media.

b) Press briefings

KEPHIS should hold regular press briefings by inviting journalists to share with them information on major activities the Service has undertaken or to react to any negative publicity.

c) Paid content and Advertorials

This should include all advertisements in the media which should be strategically placed to reach the targeted stakeholders.

d) Sponsored content and partnerships

KEPHIS should periodically sponsor media content especially during key events such as KEPHIS organized conferences (Phytosanitary and Seed conferences) to enhance visibility on its mandate. The Service should also seek partnership with media houses to sponsor some of these events.

e) Media opinions

The Service should use experts to write publishable opinions about its mandate to be shared with the media houses.

f) Incorporating media in KEPHIS events and activities

Whenever KEPHIS engages in major activities like conferences, performing its regulatory role such as fake seed crackdowns and key Phytosanitary activities media should be part of the team and highlight what the Service does.

g) Answering media enquiries

Whenever media establishments or journalists reach out to the Service about certain enquiries, there should be a response to clarify any issues raised.

h) Creating a database of editors and journalists

This is an important aspect in keeping long term relations with the media. KEPHIS Communication Departments should have a database of media editors and journalists that can be reached out to anytime for media invites and press releases.

i) Media Workshops and Journalism trainings

As part of enhancing good relations and partnership with the media, KEPHIS should at least within a given period organize a media workshop and training for journalists to make them understand and be part of KEPHIS's vision and mission.

To achieve this, the strategy recommends that KEPHIS should incorporate experienced journalists/media trainers with knowledge of developing agricultural story ideas to teach the journalists on how to have the best stories.

3.12 Strategies for Internal communication

This strategy will be about enhancing communication among the staff and facilitating dialogue with all the people who make up the organization.

For effective Internal Communication, this Communication Strategy provides as follows:

- a) There should be regular departmental meetings with staff for verbal communication and in-person engagement to enhance teamwork. Heads of departments should always assess the situation to know the information needs of staff working under them to be able to bring them in one page of KEPHIS activities.
- b) Since there are different cadres of employees in KEPHIS from senior management to casual support staff, the Internal Communication audience should be categorised to know which message is meant for which staff.
- c) It is important to determine the recipients of communication so that the wrong message is not sent to the wrong category of staff.
- d) Always set objectives and what you want to achieve by sending out communication to staff. The objective should be clear on whether the Internal Communication is for general information or calling the staff to perform some functions.
- e) Some internal communication should be done under direction and approval of the Managing Director.
- f) Employee feedback should be encouraged to gather their views on ongoing operations being undertaken

by KEPHIS. The Service should provide channels through which the employees can give feedback and share their ideas.

- g) For confidentiality purposes, all employees should be made aware not to share any classified information that come in their knowledge by virtue of their employment.
- h) KEPHIS should try as much as possible to be transparent in its Internal Communication with employees unless it is classified information that should be kept confidential. This will help dispel feelings of being left in the dark and guesswork by employees about certain occurrences within the Service.
- i) The Service should adopt a two-way communication where possible. This will entail a two-way communication strategy where employees will feel their views and opinions are not disregarded.
- j) Establish the Internal Communication channels and make the employees aware of them. The Internal Communication tools may include e-mails, approved social media groups (like WhatsApp), notice boards, seminars, face-to-face meetings, newsletters, annual reports and direct mails.

- k) Employees should not be overwhelmed with communication overload as this may make them ignore some very important information.

3.13 Strategies for External and Public Communication

These entail the steps in making External Communication successful which include:

- i. Know the audience: The first step is to know the target recipient of the external communication. As already provided in audience/stakeholder analysis, it is important to know the audience demographic so as to package a message that suits their understanding.
- ii. Choose the right channel: As already provided, chose the right platform through which the information can reach the target audience. The channels can be multiple depending on the kind of information to be sent out.
- iii. Craft clear and catchy messages: The messages should be direct to the point as already provided under messaging strategies. The messages should highlight key points the Service wants to achieve.

3.14 Tools for external communication

For effective, external communication this strategy provides that the Service shall use one or a combination of the following channels to interact with the outside audience:

- i. Mainstream media: As already provided under media engagement, the Service shall use the media to reach out to stakeholders and the general public. There should be regular media engagement through press conferences, press releases and media tips on developing KEPHIS activities.

- ii. KEPHIS Website and Social Media handles: These digital spaces should always contain all information relating to the Service's activities and answers to questions the public may have concerning its operations and mandate.
- iii. Advertisements: The Service should adopt advertisements in the mainstream media, Website, social media, billboards and signage posts to inform stakeholders and public at large about any activity taking place.
- iv. Annual reports, newsletters, booklets and brochures: These publications should be made readily available and be distributed to key stakeholders at all KEPHIS offices and other functions.
- v. Presentation at conferences: There are several conferences where KEPHIS takes part as a key stakeholder in matters Plant Health and Seed. The authorised persons should take such opportunities to engage with the external audience.
- vi. Holding workshops and seminars: In instances where the Service is undertaking a specific activity in a given area, it should have workshops and seminars to engage the stakeholders and outside publics.
- vii. Giving feedback to queries: Because of its mandate, the Service should receive concerns from the public and must always give feedback as a way of fulfilling External Communication.

3.15 Strategies for Public Participation and stakeholder engagement

As part of its communication strategies during public participation and stakeholder engagement, the Service should:

- i. From the onset, communicate to the public and stakeholders the kind of feedback you will require from them.
- ii. Make all the information available to the public and stakeholders to allow them make informed feedback.
- iii. Make the discussion structured and to follow a certain format for ease of reference when drafting the final report.
- iv. Have a constructive dialogue through a two-way communication format.
- v. Build and maintain trust with the public and stakeholders for the communication to be productive.
- vi. Allow for a shared learning and transparency in all communication.

3.16 Crisis Communication strategies

Crisis within the Service can either be internal or external and for effective handling of the situation, KEPHIS should employ the following strategies in its communication to control the crisis:

a) Always anticipate crises

As stated above, crises are inevitable in any organization. KEPHIS should therefore be ready for any eventuality and prepare to handle it well.

b) Identifying the KEPHIS crisis communication team

The team should be identified in advance, led by the Managing Director or the Head of Corporate Communications. In extreme circumstances, the Service can contract a Public Relations firm to manage its crisis communication.

c) Have a spokesperson

To avoid conflicting information leaks during a crisis, this strategy provides that KEPHIS shall nominate one individual who should be responsible with issuing statements.

d) Put in place a crisis monitoring system

The team should monitor how the crisis is progressing, whether it is scaling down or escalating to devise more ways of mitigation.

e) Identify the affected persons

For effective communication, the Service should identify the affected stakeholders which will then inform the kind of messaging and channels of communication to reach them.

f) Develop holding statements

While anticipating a crisis, the Service should develop holding statements designed as a quick response to any emerging issue.

g) Developing key and appropriate messages

The messages should be drafted with the right tone and language to address the crisis.

h) Do not ignore any external stakeholder, including the media.

Ignoring them can be fatal mistake that may worsen the situation. Answer their questions and use the opportunity to correct any wrong information that might have caused the crisis.

i) Do not start a blame game.

Handling a crisis is a collective responsibility. The crisis communication should therefore be holistic to cover up for everyone at KEPHIS and not a time to criticize anyone.

j) Make quick decisions.

What matters in times of crisis is how quick you make decision to contain it. KEPHIS should thus have a team that can make quick decisions on the contents of communication to send out to contain the crisis.

k) Confidentiality

Information should be kept confidential during crisis so as to avoid worsening the situation.

l) Post-crisis analysis

After all is said and done, the Service should have an analysis on how the team performed to contain the situations and lessons learnt for future reference

3.17 Risk Communication and strategies

Closely related to crisis communication, Risk Communication should involve all the steps the Service shall undertake in exchange real-time information to people affected or facing threats from Plant Health related issues. The aim will be to have those facing the risk to be informed of the choices they can take to mitigate the situation.

Strategies for risk communication should be intertwined by same process undertaken in crisis communication strategies. Additionally, the other specific strategies should include:

- a) Always anticipate risk situations and put in place risk communication structures
- b) Reach out to the affected persons with real-time/immediate communication on the measures the Service is taking to handle the risk situation
- c) Ensure there are holding statements to combat fake news and rumours that will surface during risk situations.
- d) Keep monitoring and evaluating the situation to release any further information if need be.
- e) Use appropriate communication channels and agreed messages that should only be passed by authorised spokespersons.

3.18 Communication strategies to address negative media publicity

At times it is unavoidable for negative publicity in the media, including social media. The Service should be prepared for such negative publicity and whenever it happens, this Communication Strategy provides the following ways for

mitigation:

- a) Reach out to the media house/journalist that published the information to address KEPHIS's concerns about the negative publicity.
- b) Issue a press release to correct the negative impression that might have been created by the bad publicity. You should however be careful to choose the right message that will counter the bad publicity.
- c) As a long-term solution, create and maintain a good rapport with media personnel as provided under media relations.
- d) Never ignore media inquiries and if possible, give them interviews whenever they need it.
- e) Ask for a right of reply as provided under the Media Code of Conduct so that the Service's side of the story is also published.

3.19 Stakeholders Mapping and Analysis

Table 3.2 Stakeholder Mapping and Analysis

S/No	Stakeholder	Stakeholders' role/ Functions	Stakeholder Expectations of KEPHIS	What KEPHIS needs to do to meet stakeholder expectation	What stakeholder should do to assist KEPHIS	Communication channels
	Ministry of Agriculture and Livestock development	Policy Direction	Continuous information sharing on KEPHIS mandate	Implementation of communication frameworks	Collaborate with KEPHIS to enhance public understanding of the mandate (support implementation of the communication strategy)	Letters, Policy Briefs, circulars, newsletters, reports, publications, journals, emails, Telephone, website and official social media
	Government Ministries, Departments and State Agencies	Provide clearance for imports and exports Undertake collection of tax for dutiable consignments	Continuous sensitization on developments in the sector Collaboration	Ensure continuous engagement Knowledge sharing Collaboration	Refer all plants and plant products consignments to KEPHIS before clearance	Newsletters, reports, publications, journals, emails, Telephone, website and official social media

		Collection and analysis of custom declaration forms with information on plant materials Collaboration in issuance of permits and enforcement of laws	Enforcement of laws and regulations		Ensure compliance with set regulations Collaborate in joint stakeholder activities	
	County Governments	Plant disease control Provision of information to farmers and relevant stakeholders	Capacity building Technical support	Consultative meetings Provide technical support where required Capacity building	Provision of timely and accurate information Collaborations and joint activities (i.e pest and fake seed surveillance)	letters, ,circulars, newsletters, reports, publications,journals,emails,Telephone , website and official social media
	Exporters, Importers, Growers, Seed companies ,Farmers and Farmer associations	Production and trade in agricultural produce Provide market for Kenya's surplus produce	Efficient inspection and certification services	Provide prompt services Provide advisory services Information sharing	To meet market requirements and standards Prompt payment of fees	Letters, print media, sensitization, forums, Knowledge sharing forums, seminars and workshops trade fairs, conferences and exhibitions , media briefs/ talk shows,advertisements,notices and press releases,circulars,brochures newsletters, reports, publications,journals,emails,Telephone

		Bridge the gap on plants and plants products				, SMS ,website and official social media
	Plant Breeders	Developing and maintaining crop varieties	Protection of varieties Capacity building Information Dissemination	Undertake variety testing and release Ensure continuous engagement Knowledge sharing Collaboration	Provision of prompt information Timely and prompt payments	Letters, print media, sensitization, forums, Knowledge sharing forums, seminars and workshops trade fairs, conferences and exhibitions , media briefs/ talk shows,advertisements,notices and press releases,circulars,brochures newsletters, reports, publications,journals,emails,Telephone , SMS ,website and official social media
	Development partners	Technical and financial support	Convey timely information		To support the implementation of the strategy	letters, newsletters, seminars, workshops and conferences, reports, publications, journals, emails, Telephone, website and official social media
	Media and content creators	Provide positive coverage about KEPHIS mandate	Timely and transparent information on KEPHIS activities.	Share updates, organize media briefs, media training	Cover KEPHIS events and activities accurately.	Letters, print media, sensitization, forums, Knowledge sharing forums, seminars and workshops, media round tables, notices and press releases, brochures newsletters, reports, publications, journals, emails, Telephone, SMS, website and official social media
	Suppliers, merchants and	Supply goods and services for	Timely payments.	Ensure transparent procurement.	Provide quality products and	Letters, print media, sensitization, forums, and workshops trade fairs, conferences and exhibitions, media

	service providers	KEPHIS Operations.		Provide clear guidelines on procurement processes	services as per contracts.	briefs/ talk shows, advertisements, notices and press releases, circulars, brochures newsletters, reports, publications, journals, emails, Telephone, SMS, website and official social media
	The general Public	Beneficiaries of KEPHIS services.	Provide reliable information quality seeds and phytosanitary standards.	Increase public awareness through campaigns, outreach programmes.	Spread awareness on KEPHIS functions.	Letters, print media, sensitization, forums, Knowledge sharing forums, seminars and workshops trade fairs, conferences and exhibitions, media briefs/ talk shows, advertisements, notices and press releases, circulars, brochures newsletters, reports, publications, journals, emails, Telephone, SMS, website and official social media
	Academic and research institutions	Conduct research and provide data to improve KEPHIS roles.	Support in research and innovation, access to data.	Support research initiatives related to KEPHIS mandate, facilitate partnership.	Provide training and support.	Letters, newsletters, seminars, workshops and conferences, reports, publications, journals, emails, Telephone, website and official social media
	Professional bodies	Set industry training and provide training to enhance skills.	Collaboration on best practices. Compliance with industry standards.	Collaborate on training initiatives.	Provide training and support.	Letters, print media, sensitization, forums, Knowledge sharing forums, seminars and workshops trade fairs, conferences and exhibitions, media briefs/ talk shows, advertisements, notices and press releases, circulars,

						brochures newsletters, reports, publications, journals, emails, Telephone, SMS, website and official social media platforms.
	The Board	Oversight and governance	Regular Updates on organizations performance and effective communication of KEPHIS progress.	Provide detailed reports and facilitate transparent communication	Guide KEPHIS in strategy implementation and facilitate communication initiatives.	Board papers, policies, strategies, meetings, reports, website, official - social media platforms.
	Staff	Execute KEPHIS mandate and ensure service delivery.	Clear communication on KEPHIS goals, roles and performance expectations.	Hold regular internal briefs and updates on happenings within the organization.	Uphold KEPHIS values. Provide feedback.	Internal Memos, website, official-social media, letters, emails, staff meetings, newsletters, notices.

CHAPTER FOUR

STRATEGIC MODEL

4.0 Overview

This chapter contains the strategic issues, goals, and strategic objectives.

4.1 Specific Strategic Issues

1. Low brand visibility, which reduces public recognition and understanding of the KEPHIS mandate.
2. Insufficient internal communication that leads to low employee engagement and alignment with the organization's goals.
3. The Gap in a structured crisis/risk communication plan to guide the Service during crisis, emergency, and disaster management.
4. Low public awareness of the KEPHIS mandate due to limited external communication framework.
5. Inadequate stakeholder engagement leading to missed opportunities to influence policy, collaborations, and support of the KEPHIS mandate.

4.1.1 Goal

The goal of this framework is to provide a well-coordinated, efficient, effective, and responsive communication strategy that supports the execution and achievement of the KEPHIS mandate.

4.1.2 Guiding Principles

- Professionalism- communication is clear, concise, and audience-focused ensuring it is understood and leads to the desired outcome.
- Promptness- Communication is conveyed timely.
- Clarity - We ensure that what we are saying is communicated clearly with no room for misunderstanding.
- Simplicity - Our messages can be understood by a much broader audience.
- Accuracy- The possibility of misunderstandings and misinterpretations is radically reduced.
- Positivity - Communication is constructive, and colored with good emotions.

4.2 Strategic Objectives

Table 4.1: Strategic Objectives

S/N0	Specific Objective	Strategies
1	To enhance the KEPHIS brand and its visibility among stakeholders.	1. Strengthen brand and corporate image 2. Increase media engagements 3. Increase digital presence/communication 4. Stakeholder engagements
2	To enhance the change management strategy of information sharing, and internal communication for effective service delivery.	1. Enhance internal communication 2. Strengthen knowledge management
3	To enhance crisis/ risk communication preparedness and response turn-around time.	1. Strengthen crisis/risk communication preparedness and response. 2. Enhance monitoring and reporting.
4	To increase public awareness of the KEPHIS brand.	5. Strengthen KEPHIS communication framework for increased public awareness 6. Establish partnerships with the media

5	To enhance stakeholder relationships, partnerships, and collaborations in the execution of the KEPHIS mandate.	3. Increase engagement and collaborations with the stakeholders and partners 4. Participate in Environmental, social, and governance activities (ESGs)
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CHAPTER FIVE

IMPLEMENTATION, COORDINATION AND RISK FRAMEWORK

5.0 Overview

This chapter will guide the Service to effectively implement the strategy, coordinate and mitigate risks.

5.1 Responsibilities of implementing the strategy

Table 5.1: Responsibilities of implementing the strategy

S/NO	Level	Responsibility
1.	Board of Directors	- Provide oversight, strategic direction, and resources - Provide overall policy direction
2.	Management	- Coordinate implementation of the communication strategy and budgets. - Support communication initiatives and programmes.
3.	Corporate Communications	-Implement the communications strategy. - Propose reviews of the communications strategy. - Draft and present reports on communication. - Carry out activities as per the work plan and budget. - Disseminate Information Education communication materials to the stakeholders.

		- Coordinate provision of website and social media content
4.	Crisis Communication Committee	- Ensure adherence to the communications strategy and budget. - Execute the crisis/risk communication activities - Support communication initiatives and programmes -Handle media relations. -Monitor media and public responses - Ensure accurate information is disseminated promptly - Debrief the Board and Management.
5.	Staff	• Familiarize themselves with the communication strategy and other policies. • Support and participate in the implementation of the communications strategy • Provide timely responses to stakeholder inquiries and needs efficiently and effectively. • Demonstrate the KEPHIS core values and etiquette when dealing with stakeholders.

5.2 Risk and Mitigation Matrix.

Table 5.2: Risk and Mitigation Matrix.

Risk Category	Risks	Causes	Effects	Risk Assessment (High=Medium= M, Low=L)			Treatment
				Likelihood	Impact	Overall rating	
Reputational	Tainted brand image	Inconsistent branding; failure to maintain logos, colors, fonts, and overall brand presentation across platforms. Poor customer service	Eroded customer trust	5	4	20	Brand manual development
		Leaked confidential information					Enhance ISMS
		Hacking digital and social media accounts					Enhance ISMS

Reputational	Information delays	Departments/regional offices not availing information for website and social media platforms and events	Lack of access to information	4	4	16	1. Sensitization of staff on the importance of availing information when requested
Financial	Poor service delivery	1. Lack of resources 2. Under budgeting for communication activities	Corporate communications mandate not achieved	5	5	25	1. Liaise with the Projects office/COPE for extra funding
Legal/Regulatory	Legal action	Unauthorized use of the images	Tainted KEPHIS brand	5	4	20	Letter to all stakeholders informing them of the requirement

							to sign a consent letter
Hazard (OSH, Environment, Security)	Ineffective service delivery	Staff becoming unwell	Delays in the submission of work	3	3	9	All staff to be conversant with work
Political	Inaccurate information dissemination	Political inclinations	Unbalanced KEPHIS brand	3	4	12	Social media posts aligned to KEPHIS mandate and brand

CHAPTER SIX

FINANCIAL REQUIREMENTS

6.0 Overview

Effective implementation of this communication strategy requires appropriate budgeting and allocation of resources to support the key activities outlined in the strategy. The budget will cover costs associated with digital communication, Media campaigns, stakeholder events, and internal communication as well as capacity building.

Table 6.1: Financial Requirements

	Budgetary requirements (KSH '000)					
Strategic Objective	Y1	Y2	Y3	Y4	Y5	Total
To enhance KEPHIS brand and its visibility among stakeholders	10,700	10,700	10,700	10,700	10,700	53,500

To enhance the change management strategy of information sharing, internal communication for effective service delivery.	6,000	6,000	6,000	6,000	6,000	30,000
To enhance crisis/risk communication preparedness and response turn-around time.	4,200	4,200	4,200	4,200	4,200	21,000
To increase public awareness of KEPHIS brand	5,200	5,200	5,200	5,200	5,200	26,000
To enhance stakeholders'	4,200	4,200	4,200	4,200	4,200	21,000

relationship, partnership and collaboration in the execution of KEPHIS mandate.						
GRAND TOTAL	30300	30,300	30,300	30,300	30,300	151,500

CHAPTER SEVEN

MONITORING, EVALUATION AND REPORTING

7.0 Overview

Monitoring and evaluation (M&E) are critical components of the KEPHIS Communication Strategy, ensuring that the implementation of communication activities is aligned with the strategic objectives and achieves the desired outcomes. Regular monitoring helps track the progress of communication efforts in real-time, while thorough evaluation at key milestones allows KEPHIS to assess the effectiveness of its communication strategy, identify areas for improvement, and adjust as necessary.

7.1 Monitoring and Reporting

Monitoring and reporting will ensure the communication strategy, implementation and identification of gaps and propose review. The process will involve regular data collection and analysis on the progress of the communication strategy implementation. The results from the analysis shall be utilized to inform on decision-making and corrective action in case of deviations.

The Directorate of Corporate Services will oversee the monitoring process. The corporate communications department will coordinate the collection of data analysis and reporting. The department will also develop appropriate monitoring tools for use. The implementation matrix and annual work plans will assist in the monitoring and reporting of progress of implementation annually. Reporting will be done as per Appendix 2.

7.2 Evaluation

The communications strategy will be evaluated during and after implementation to assess the extent of achievement of the intended results. A mid-term and end-term evaluation shall be carried out within the strategic period. Results from all activities will assist the evaluation process. Evaluation will be done as per Appendix 3.

APPENDICES

Appendix 1: Implementation Matrix

Strategic Objective 1: To enhance the KEPHIS brand and its visibility among stakeholders.															
					Targets					Budget (Ksh '000)					
Strategies	Activities	Output	Indicator	Target(5yrs)	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Responsibilities
1. Strengthen brand and corporate image	Develop and implement Brand Manual	Implementation report	Number	2	1	1	-	-	-	2000	1000	-	-	-	DCS DDCC

2. Increase media engagements	• Media Sensitization on the KEPHIS mandate	Sensitization reports	Number of media sensitization /forums	5	1	1	1	1	1	500	500	500	500	500	500	500
	• Prepare and disseminate press releases.	Press releases issued	Number	40	8	8	8	8	8	-	-	-	-	-	-	-
	• Incorporate media in key activities	Media Mentions	Number	80	16	16	16	16	16	10	10	10	10	10	10	10

3. Increase digital presence/ communication	Develop strategic content and share it consistently on the digital platforms	Post-shared and interactions	Number	Daily posts							200	200	200	200	200	
4. Stakeholder engagements	Organize and participate in conferences, trainings, shows, exhibitions and sensitization workshops	Stakeholder engagement activity report	Number	50	10	10	10	10	10	10	10000	10000	10000	10000	10000	

Strategic Objective 2: To enhance the change management strategy of information sharing, internal communication for effective service delivery.															
1. Enhance internal communication	Develop a communication policy	Communication policy report	Number	1	1	1	1	1	1	2000	2000	2000	2000	2000	
	Organize Board/management-staff meetings	Meetings undertaken	Number	20	4	4	4	4	4	2000	2000	2000	2000	2000	
	Develop newsletters to keep the staff updated on the	Newsletters developed	Number	60	12	12	12	12	12	120	120	120	120	120	

	services activities														
2. Strengthen knowledge management	Conduct knowledge sharing sessions and workshops.	Workshop reports	Number	5	1	1	1	1	1	1 0 0 0	1 0 0 0	1 0 0 0	1 0 0 0	1 0 0 0	

Strategic Objectives 3: To enhance crisis/risk communication preparedness and response turn-around time.															
1. Strengthen crisis/ risk communication preparedness and response	Develop a crisis/risk communication plan.	Crisis/risk Plan developed	Number	1	-	1	-	-	-	-	1	1	1	1	
											2	2	2	2	
	Train staff on crisis/risk management	Trainings done	Number	5	1	1	1	1	1	2	2	2	2	2	
										0	0	0	0	0	
										0	0	0	0	0	
										0	0	0	0	0	
2. Enhance Monitoring and reporting	Develop a crisis/risk monitoring and reporting system	Monitoring reports	Number	20	4	4	4	4	4	1	1	1	1	1	
										0	0	0	0	0	
										0	0	0	0	0	
										0	0	0	0	0	
Strategic Objectives 4: To increase public awareness of the KEPHIS brand.															
1. Strengthen KEPHIS communication framework	Media collaborations to sensitize public on	Collaboration Reports	Number	20	4	4	4	4	4	2	2	2	2	2	
										0	0	0	0	0	
										0	0	0	0	0	
										0	0	0	0	0	

for increased public awareness.	KEPHIS mandate														
	Engage in CSR initiatives	Activities undertaken	Number	10	2	2	2	2	2	1	1	1	1	1	
										2	2	2	2	2	
										0	0	0	0	0	
		Number of updates								0	0	0	0	0	
	Consistent updates on the digital platforms		Number	Daily updates	-	-	-	-	-	-	-	-	-	-	
2. Establish partnerships with the media	Sensitize media on KEPHIS mandate, develop media briefing kits	Sensitizations carried out	Number	20	4	4	4	4	4	2	2	2	2	2	
										0	0	0	0	0	
										0	0	0	0	0	
										0	0	0	0	0	

	and Invite media during key KEPHIS events														
Strategic Objectives 5: To enhance stakeholders' relationships, partnerships and collaboration in the execution of KEPHIS mandate															
1. Increased engagements and collaborations with stakeholders and partners	Schedule regular meetings and updates with stakeholders and partners Conduct Engage and sensitize stakeholders and partners on KEPHIS initiatives	Conferen ces, Exhibition s, shows, trade fairs and forums organized	Number of forums, exhibitions, conference s conducted/ participate d	100	20	2 0	2 0	2 0	2 0	1 0 0	1 0 0	1 0 0	1 0 0	1 0 0	

2. Participate in environmental social and governance activities	Develop ESG policy	ESG policy developed	Number	1	-	1	-	-	-	-	-	2	2	2	2	
	Undertake ESG activities	ESG activities undertaken	Number of ESG activities undertaken	20	4	4	4	4	4	1	1	1	1	1	1	
										2	2	2	2	2	2	
										0	0	0	0	0	0	
										0	0	0	0	0	0	

Appendix 2: Annual Progress Reporting Template

Expected Output	Output Indicator	Annual Target (A)	Achievement for year			Cumulative of date (years)			Remarks	Corrective intervention
			Target (A)	Actual (B)	Variance (B-C)	Target (D)	Actual (E)	Variance (E-D)		

Appendix 3: Evaluation Reporting Template

Key Result Area	Outcome	Output Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks	Corrective intervention
			Value	Year	Target	Achievements	Target	Achievements		
KRA 1										
KRA 2										
KRA 3										

