



**National Environment Management
Authority**

Communication Strategy

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FOREWORD

As we approach the new century, our increasingly globalized world seems more than ever divided between those suffering from information overload and the millions of others with little or no access to information. The challenge to NEMA, therefore, is to ensure that its information and corporate messages reach its targeted audiences and partners, using the new communication tools and technologies in the most cost-effective way.

To meet this challenge, NEMA has developed a Corporate Communication Strategy. The result of a long and intensive process of consultation throughout the Organization, the strategy seeks to create a communication culture, based on a shared foundation of knowledge in which NEMA staff become informed and convinced partners in its communication efforts. And by fostering positive dialogue with potential partners - governments, technical experts, opinion leaders, the media and civil society - the Strategy aims to harness the necessary support and resources to fulfil the Organization's mandate. Securing the collaboration of these partners will not only enable NEMA to convey key messages more extensively and convincingly and also fulfil its mandate.

I am confident that the Corporate Communication Strategy will create a supportive, proactive environment, firmly establishing the Organization's credibility as a responsive technical organization and effectively relaying its mission as the leading global advocate of environment management.

Mamo B. Mamo

Director General

EXECUTIVE SUMMARY

This Communication Strategy provide guidelines on the process, standard, context, quality, design, ways and means of communication the National Environment Management Authority (NEMA) 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 NEMA 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, NEMA clients, suppliers and the media.

It is divided into three parts where the first part discuss the background information, information about NEMA, the objectives and the guiding principles on the use and application of the communication strategies.

Part Two contains the various strategies for communication to be employed by the Authority, messaging strategies, media strategies, handling crisis communication and a matrix for implementing NEMA's communication processes.

The final part provides strategies for Monitoring and Evaluating NEMA's communication processes and a template for the M&E framework that will ensure that the communication processes meet the set objectives, as well as annexure on the processes to be undertaken in each communication situation.

Finally, this communication strategy is aimed at ensuring that NEMA has the right information to be delivered to its audience at the right time using the right channels of communication in furtherance to the Authority's mission, vision and core functions.

Abbreviations and Acronyms

CSR: Corporate Social Responsibility

DG: Director General

EC: External Communication

EIA: Environment Impact Assessment

EMCA: Environmental Management Co-ordination Act

FGD: Focus Group Discussion

IC: Internal Communication

M&E: Monitoring and Evaluation

NEMA: National Environmental Management Authority

PR: Public Relations

Definition of terms

Audience: A group of people for which a communication message is aimed at reaching.

Authority: Used interchangeably to mean National Environment Authority (NEMA).

Authorised person: Refers to individual(s) authorised to take any action or decision on behalf of NEMA.

Channels of communication: Means and mediums through which the Authority shall use to reach the target audience, public and stakeholders.

Crisis Communication: Type of communication intended to minimize the impact of a crisis situation

External Communication: Exchange of information with NEMA's external stakeholders, public and media.

Internal Communication: Processes undertaken to exchange information within the organization.

Media: Channels of communication through which information is passed from one source to the other.

Media personnel: Person who work in the media. Used interchangeably with 'journalist'.

Risk communication: Process of releasing real-time information to people who are at risk of a situation or facing a threat of an environmental impact.

Stakeholder: Any person affected or has an interest in the services offered by the Authority.

Spokesperson: An individual authorised to speak on behalf of the Authority on any issue.

TABLE OF CONTENTS

FOREWORD	Error! Bookmark not defined.
EXECUTIVE SUMMARY	iii
ABBREVIATIONS AND ACRONYMS.....	iv
DEFINITION OF TERMS.....	v
PART I: GENERAL INFORMATION	1
1.1 Introduction.....	1
1.2 About National Environment Management Authority (Nema)	1
1.3 Scope of the strategy	2
1.4 Main objectives	2
1.5 Guiding principles.....	3
1.6 Situation analysis	4
1.6.1 Analysis of NEMA’s communication situation	5
1.6.2 Internal (Staff) Communication analysis.....	6
1.6.3 External (Stakeholders) Communication analysis	6
1.7 Key Audience and Stakeholders.....	7
PART II: COMMUNICATION STRATEGY.....	9
2.1 General strategies to address the communication gaps.....	9
2.2 Audience and Stakeholders Identification Strategy	10
2.3 Messaging Strategies	11
2.3.1 Purpose of communicating.....	12
2.3.2 Audience/stakeholder.....	12
2.3.3 Crafting messages.....	12
2.3.4 Tailoring the message to suit the medium.....	14
2.3.5 Planning for emergency.....	14
2.3.6 Message monitoring	14
2.4: Strategies for choosing the right channel for communication	14
2.5 Strategies for media relations and engagement	15
2.6 Strategies for Internal communication.....	17
2.7 Strategies for External and Public Communication	19
2.7.1 These entail the steps in making EC successful which include: 19	
2.7.2 Tools for external communication.....	19

2.7.3 Strategies for Public Participation and stakeholder engagement	20
2.8 Crisis Communication strategies	21
2.9 Risk Communication and strategies	23
2.10 Communication strategies to address negative media publicity	24
PART III: IMPLEMENTATION, MONITORING AND EVALUATION	25
3.1: Implementation matrix	25
3.2 The M&E Process	34
3.3 Monitoring	35
3.4 Evaluation	36
PART IV: ANNEXTURES	39
Annex 1: Guidelines for Internal Communication	39
Annex 2: Guidelines for External Communication	40
Annex 3: Guideline for writing NEMA Communication Messages	41
Annex 4: Guidelines for choosing Communication Channel	42
Annex 5: Guidelines for Media Engagement.....	43
Annex 6: Guidelines for producing publicity materials.....	44
Annex 7: Guidelines on handling Crisis and Risk Communication.....	45

PART I: GENERAL INFORMATION

1.1 Introduction

The purpose for this Communication Strategy is to provide the guidelines on the standard, context and quality of the kind, design and means of communication the National Environment Management Authority (NEMA) should have with its publics including staff, internal stakeholders, external stakeholders, media and the general public. It outlines all the components of effective communication strategies that NEMA should adopt to meet its goals, vision, mission and mandate as provided under the Environmental Management and Co-ordination Act (EMCA) No. 8 of 1999. This communication strategy is intended to position NEMA as the top state agency in Environmental Impact Assessment (EIA) by enhancing its working relations, interaction and information exchange with the public, policy makers, environment conservationists, the media and all other stakeholders who are consumers of services offered by the Authority.

1.2 About National Environment Management Authority (Nema)

Establishment

The National Environment Management Authority (NEMA), is established under the Environmental Management and Co-ordination Act No. 8 of 1999 (EMCA) as the principal instrument of Government for the implementation of all policies relating to environment.

Mandate of NEMA

Section 9(i) of EMCA mandates the Authority to exercise general supervision and coordination over all matters relating to the environment and to be the principal instrument of the Government of Kenya in the implementation of all policies relating to the environment.

Vision

A clean, healthy and sustainable environment

Mission

To coordinate, supervise and manage all matters relating to the environment in Kenya

Motto

“Our Environment, Our life, Our Responsibility”

Core Values

- **Professionalism:** We aim at productivity that comply with set performance standards and response to changing work circumstances.
- **Equity:** We apply principles of fair play and equity with those we work with as well as the general public
- **Teamwork:** We collaborate with others, maintain cooperation and openly demonstrate a sense of responsibility for the success of what we seek to achieve.
- **Integrity:** We execute our mandate transparently and with the utmost respect, honesty and moral integrity.
- **Courage of conviction:** We bravely, passionately and without fear, promote and defend sustainable interaction with the environment.
- **Innovation:** We continually upgrade to new innovations, create new ways of doing things to the sustainable management of the environment.

1.3 Scope of the strategy

This Communication Strategy is intended for use by NEMA’s board of directors, management, communication and public affairs department in reaching out to all staff, members of the public, media, partners and external environmental experts.

1.4 Main objectives

The main objective of this Communication Strategy is to provide a framework through which NEMA can communicate with its publics through

defined channels with clear messages that promote the Authorities mandate, goals and mission. It is envisaged to:

- a) Enhance customer and stakeholder relationships and satisfaction
- b) Create public awareness about the role of NEMA as a regulator of environment matters in the country
- c) Strengthen the brand of the Authority and create demand for the services it provides
- d) Enhance understanding and build support among policy and decision makers in government and the development sector
- e) Produce periodic targeted publicity materials

1.5 Guiding principles

Cognisant of the fact that NEMA plays an integral part in conserving the environment, it should at all times engage in active communication with stakeholders and the general public to fulfil its mandate. To achieve its communication goals, the authority should always adhere to the following guiding principles:

- a) Only authorised persons should have the exclusive mandate of communicating with external stakeholders on behalf of the Authority.
- b) Without any prejudice, the Authority's authorised persons should take full responsibility for any information shared with stakeholders.
- c) In case of media and stakeholders' inquiries, the personnel/staff/ department contacted should refer the queries to the authorised spokespersons for appropriate response.
- d) NEMA staff should keep certain information that come to their knowledge by virtue of their employment as confidential and should not share it with external stakeholders unless it is adjudged

by the authorised persons to be in public interest to share the information.

- e) The Authority should endeavour at all times to use the most suitable, appropriate and approved communication channel to reach the target audience.
- f) All communication should be clear, accurate, timely, concise and consistent in the format of messaging

1.6 Situation analysis

The NEMA Communication Strategy utilised a participatory approach involving all the key stakeholders led by NEMA management and staff, key sector players and other selected stakeholders as advised by the Authority.

An intensive review of existing communication strategies, the Human Resource Manual, the Authority's management structure and other environmental study reports in addition to a comparative literature review of other existing communication strategies for organization with similar mandate of environment conservation was also done to achieve a hybrid form of modern communication processes was adopted.

Primary data was collected through a range of participatory approaches that included face to face interviews, telephone interviews, online questionnaires, focus groups discussions (FGD) with programme teams, Key Informant Interviews (KII) and in-depth interviews with relevant stakeholders.

The questionnaires were well structured to identify NEMA's communication gaps and distributed randomly based on predetermined groups of stakeholders. The sampling frame was arrived at using the Survey System Formula. The information gathered were used to identify immediate, underlying, and basic causes of NEMA's communication needs and which forms the basis of this NEMA Communication Strategy.

Data collected were analysed through data processing instruction (DPI) and guided by the range of output that were required to develop this

communication strategy. The interpretative process applied both deductive and inductive logic where the various bits of information were related and combined to one another, reassembled and synthesized into a form that enabled the development of the NEMA Communication Strategy.

1.6.1 Analysis of NEMA's communication situation

To unlock what has been working well and what has not been working well for NEMA's communication processes, the following steps were undertaken:

a) PEST Analysis

Involved analysing the Political, Economic, Social and Technological (PEST) factors that affect NEMA's Communication Processes and which informed the development of the strategy to address how the Authority should be managing its communications to solve the issues.

b) SWOT Analysis

Involved interrogating NEMA's Strengths, Weaknesses, Opportunities, and Threats (SWOT) that affects its communications and what they implied in establishing the Authority'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.

c) Gap Analysis

This involved identifying existing gaps within NEMA's communication resources, ability to handle crisis communications and the structure of information flow within the Authority. This led to development of strategies that shall be put in place to satisfy both internal and external communication needs.

1.6.2 Internal (Staff) Communication analysis

From the collected information, the gaps identified in Internal (Staff) Communication are as follows:

- i. The internal communication processes keeps majority of the staff fairly informed but not adequately informed.
- ii. Some staff does not occasionally believe the communication shared across NEMA's communication channels.
- iii. Internal communication is not regular, and does not include sufficient information on the Authority's outreach activities.
- iv. The staff do not have sufficient access to NEMA publications like newsletters
- v. The Authority is not vibrant and visible on its social media handles
- vi. Lack of blending and incorporation of emerging communication channels like WhatsApp for quick information dissemination.
- vii. Moderate satisfaction with NEMA's communication with external stakeholders
- viii. Lack of information on any crisis situation that happens as the staffs only get to hear the incidents from the media.
- ix. Dissatisfaction with the Authority's handling of crisis communication
- x. Out of touch with the Corporate Communication Department as the interaction only happens occasionally

1.6.3 External (Stakeholders) Communication analysis

These are the gaps in external stakeholder's communication needs relating to NEMA's mandate in environmental conservations:

- i. NEMA's external communication fairly keeps the stakeholders updated about current affairs within the Authority.
- ii. The level of satisfaction with communication from NEMA is average.
- iii. Stakeholders want more information relating to Environment Impact Assessments
- iv. The preferred channel for getting information is NEMA's Website but at times it does not contain sufficient information stakeholders are looking for.
- v. NEMA's communication channels are good but there is need to improve on their efficiency
- vi. Average satisfaction with the way the Authority has been handling crisis communication.
- vii. Insufficient communication with environmental experts
- viii. Misconception about NEMA's mandate among the public due to lack of sufficient information and inadequate public engagement for enlightenment

1.7 Key Audience and Stakeholders

NEMA stakeholders and audience are an integral part of this communication strategy. They play a central role in determining the kind of message to be disseminated, the frequency of distributing the messages and the channel to be used.

It is important to identify the stakeholders to know their level of interest in NEMA's activities, their understanding of NEMA's mandate audience, their interests and attitude towards the Authority's roles in managing the environment.

Based on the Authority's mandate, its key audience and stakeholders include:

- NEMA Employees and support staff
- End users of NEMA Services
- Members of the public
- National and County Governments agencies
- Intermediary organisations, including NGOs
- Media organizations and journalists
- Environmentalists and conservationists
- Schools and Higher Learning institutions

PART II: COMMUNICATION STRATEGY

2.1 General strategies to address the communication gaps

These are the general provisions to enhance NEMA's Communication Strategies and visibility in achieving its mandate as outlined in Section 9(i) of the EMCA:

- i. Embrace regular communication with both internal and external audiences to make them aware of any new activity the Authority is undertaking.
- ii. Solicit the partnership of environmentalists, conservationists and other stakeholders and make them NEMA's agents of information to ensure that the public are at all times aware of NEMA's mandate and activities.
- iii. Have regular advocacy programmes 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 feels they are not getting sufficient information touching on environment conservation.
- v. Seek partnership with the media and built on the trust that should ensure NEMA gets favourable and frequent coverage.
- vi. Build and enhance internal communication support system to ensure that all staff are promptly updated on new management and operational issues.
- 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 NEMA'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 Authority's website to ensure all relevant information is easily accessible to stakeholders.

2.2 Audience and Stakeholders Identification Strategy

To effectively discharge information, the Authority should use the following strategies 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 NEMA. 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 NEMA: Based on the stated key stakeholders, there are those who understand the Authority while others do not. The communication should therefore be tailored based on their level of understanding the Authority.
- c) Size: It is important to know the size and number of the audience/stakeholders the Authority want to communicate with since this will inform the kind of communication channel to be used.
- d) Demographics: The Authority 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 NEMA: In any situation, there must be some stakeholders with negative attitude towards NEMA. The Authority

should endeavour to craft messages aimed at winning over and creating a positive attitude towards realising its mandate.

- f) Egocentrism: Most stakeholders/audience will only be interested in things that directly affect them. NEMA communication should thus be tailored to suit what directly affects the target audience for better uptake of the information.

2.3 Messaging Strategies

Before crafting a message to be sent to stakeholders, the Authority 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 NEMA stakeholders to understand the Authority’s mandate, mission, goal and values.

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

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

2.3.1 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 NEMA 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 NEMA's vision, mission and values?

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

2.3.3 Crafting messages

This is the most intricate 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 NEMA communication messages should be:

- ✚ Concise by focussing on the key points
- ✚ Strategic by addressing the matter at hand
- ✚ Relevant by considering the stakeholders/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, NEMA's communication should fit with the Authority's values by not being frightening but careful designed to promote action.

❖ **Language and style of communication**

NEMA has different audiences and stakeholders and since some of its mandate involves working with local communities, 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**

NEMA'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 authority achieve its mission and goals.

2.3.4 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 NEMA 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.

2.3.5 Planning for emergency

This will be discussed in details under Crisis Communication but for purposes of messaging, this policy provides that NEMA 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

2.3.6 Message monitoring

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

2.4: Strategies for choosing the right channel for communication

Before deciding which channel to use, this communication strategy provides that the Authority 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 NEMA 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:** Some channels cannot 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.

2.5 Strategies for media relations and engagement

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

a) Press releases

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

b) Press briefings

NEMA should hold regular press briefings by inviting journalists to share with them information on major activities the Authority 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

NEMA should periodically sponsor media content especially during specific days like World Environment Day to enhance visibility on its mandate. They should also seek partnership with media houses to sponsor some events geared at conserving the environment.

e) Media opinions

The Authority should use experts to write publishable opinions about its mandate and environment conservation to be shared with the media houses.

f) Incorporating media in NEMA events and activities

Whenever NEMA engages in major activities like environment assessment, they should invite the media to be part of the team and highlight what the Authority does.

g) Answering media enquiries

Whenever media establishments or journalists reach out to the Authority 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. NEMA 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, NEMA should at least within a given period organize a media workshop and training for journalists to make them understand and be part of NEMA's vision and mission.

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

2.6 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 IC, this Communication Strategy provides as follows:

- a) There should be inter-departmental channels of communication to be coordinated by the Corporate Communication Department. This should be supported by a cross-functional team to enhance collaboration between the departments to avoid overlap and duplications of information being shared to employees.
- b) 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 NEMA activities.
- c) Since there are different cadres of employees in NEMA from senior management to casual support staff, the IC audience should be categorised to know which message is meant for which staff. 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 IC 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 Director General or the Human Resource Department
- f) Employee feedback should be encouraged to gather their views on ongoing operations being undertaken by NEMA. The Authority 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) NEMA should try as much as possible to be transparent in its IC 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 Authority.
- i) The Authority should adopt fluid 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 IC channels and make the employees aware of them. The IC 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.

2.7 Strategies for External and Public Communication

2.7.1 These entail the steps in making EC 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 Authority wants to achieve.

2.7.2 Tools for external communication

For effective EC, this strategy provides that the Authority 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 Authority 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 NEMA activities.
- ii. NEMA Website and Social Media handles: These virtual spaces should always contain all information relating to the Authority's

activities and answers to questions the public may have concerning its operations and mandate.

- iii. Advertisements: The Authority 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 NEMA offices and other functions.
- v. Presentation at conferences: There are several conferences where NEMA takes part as a key stakeholder in environment conservation. The authorised persons should take such opportunities to engage with the external audience.
- vi. Holding workshops and seminars: In instances where the Authority 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 Authority should receive concerns from the public and must always give feedback as a way of fulfilling EC.

2.7.3 Strategies for Public Participation and stakeholder engagement

As part of its communication strategies during public participation and stakeholder engagement, the Authority 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.

2.8 Crisis Communication strategies

Crisis within the Authority can either be internal or external and for effective handling of the situation, NEMA 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. NEMA should therefore be ready for any eventuality and prepare to handle it well.

b) Identifying the NEMA crisis communication team

The team should be identified in advance, led by the Managing Director or the Chief Executive Officer and the Chief Corporate Communication Manager. In extreme circumstances, the Authority 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 NEMA 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 Authority 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 Authority 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 NEMA 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. NEMA 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.

1) Post-crisis analysis

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

2.9 Risk Communication and strategies

Closely related to crisis communication, Risk Communication should involve all the steps the Authority shall undertake in exchange real-time information to people affected or facing threats from environmental related catastrophes. 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 authority 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.

2.10 Communication strategies to address negative media publicity

At times it is unavoidable for negative publicity in the media, including social media. The Authority 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 NEMA'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 Authority's side of the story is also published.

PART III: IMPLEMENTATION, MONITORING AND EVALUATION

3.1: Implementation matrix

In line with the stated objectives of this Communication Strategies, the following tables provide the framework of implementing the communication processes:

Objective 1: Enhance customer and stakeholder relationships and satisfaction

Timeframe	Strategy to achieve objective	Actions to be done	Channels of communication	Indicators to show progress
Short-term (0-12 months)	<ul style="list-style-type: none"> -Identify specific stakeholders and customers -Enhance visibility of NEMA Website. -Improving on NEMA messages -Create partnership with media -Enhance internal communication -Have a persuasive tone for key messages -Language and style of communication should be easily understandable 	<ul style="list-style-type: none"> -Identify the right media channels to pass information -Regular update of NEMA Website -Craft messages that resonate with target stakeholders -Regular press releases and media updates -Enhance the support system for internal communication -Map out key stakeholders and identify their communication needs -Creating a 	<ul style="list-style-type: none"> -NEMA Website -Mainstream media -Social media pages -Print publications -Internal communication channels 	<ul style="list-style-type: none"> -Number of traffic on NEMA Website -Direct enquiries from stakeholders -Number of mentions in mainstream media -Media enquiries -Replies to social media

		database of media practitioners to be reached anytime		
Medium-term (1-2 years)	<ul style="list-style-type: none"> -Regular communication -Having a crisis communication team in place -Monitoring and evaluation of communication processes 	<ul style="list-style-type: none"> -Ensure we meet customer and stakeholders expectations -Clear messages to change public perception of NEMA -Continue with regular press releases and media updates -Organize workshops and training of environmental journalists to make them understand NEMA's mandate -Have a holding statement to respond to any crisis communication 	<ul style="list-style-type: none"> -NEMA Website -Mainstream media -Social media pages -Print publications -Internal communication channels 	<ul style="list-style-type: none"> -Feedback from stakeholders -Positive coverage in the media -Reduced incidence of emergency communication
Long-term (3-years onwards)	<ul style="list-style-type: none"> -Have partnerships in areas of interest -Consistency in delivery of messages to target 	<ul style="list-style-type: none"> -Define audience and stakeholders demographics and maintain the partnership -Identify any 	<ul style="list-style-type: none"> -NEMA Website -Mainstream media -Print publications -Internal 	<ul style="list-style-type: none"> -Increased demands for NEMA services -Feedback from stakeholders

	stakeholders -Continue monitoring and evaluation of communication processes	communication gap and design plan to bridge the gap.	communication channels -In-person meetings and seminars with stakeholders	
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Objective 2: Create public awareness about the role of NEMA as a regulator of environment matters in the country

Timeframe	Strategy to achieve objective	Actions to be done	Channels of communication	Indicators to show progress
Short-term (0-12 months)	<ul style="list-style-type: none"> -Having regular public and stakeholder meetings and seminars -Identify the persons/stakeholders directly affected by NEMA's regulations -Identify main information channels to be used -Establish internal awareness campaign -Establish external awareness campaign -Participate in key 	<ul style="list-style-type: none"> -Clearly define what action to be taken by the stakeholders -Have different message content to the specific need of creating awareness -Incorporating media in NEMA events and activities -Responding to media enquiries -Writing and publishing media opinions on NEMA's role -Enhance NEMA Website -Organize road shows and 	<ul style="list-style-type: none"> -Face-to-face meetings -Social media -Open road shows -NEMA Website -Mainstream media -Newsletters, brochures, flyers -Advertorials and media advertisements -Billboards 	<ul style="list-style-type: none"> -Action taken by public/stakeholders -Hits on website -Number of print publications distributed -Mentions of NEMA activities in media -Topical discussions among public and stakeholders on NEMA issues

	<p>environmental events like the Annual Agricultural Shows</p> <p>-Create a budget for communication campaigns</p>	<p>public events to enlighten the public on NEMA services</p> <p>-Organize mainstream and social media campaign to create awareness</p> <p>-Start a communication campaign to create public awareness on NEMA services</p>		
<p>Medium-term (1-2 years)</p>	<p>-Create environment conservation advocacy programmes</p> <p>-Develop a communication plan</p> <p>-Develop community and stakeholder outreach programmes</p> <p>-Monitoring and evaluating success of awareness programmes</p>	<p>-Sponsor a regular show on television or radio</p> <p>-Engage in community social responsibility (CSR) activities</p> <p>-Branding of select localities to enhance NEMA visibility</p> <p>-Increase public participation in Environmental Impact Assessment activities</p> <p>-Develop a monitoring and evaluation tool</p>	<p>-Television</p> <p>-Radio</p> <p>-Public meetings</p> <p>-Seminars</p> <p>-Outdoor advertisements</p>	<p>-Reaction and feedback from stakeholders</p> <p>-Demand for NEMA services</p> <p>-Public awareness of environmental issues</p>

Long-term (3-years onwards)	<ul style="list-style-type: none"> -Introduce teaching on environment conservation on school's curriculum -Sustain the community and stakeholder outreach programmes -Continued monitoring and evaluation of communication processes 	<ul style="list-style-type: none"> -Provide informational materials to learning institutions for incorporation in their teaching curriculum -Develop a monitoring and evaluation tool 	<ul style="list-style-type: none"> -Education aid materials -Regular Public meetings and seminars -Outdoor advertisements 	<ul style="list-style-type: none"> -Reactions and feedback from educational institutions on environmental courses -Awareness level of environment conservation issues
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Objective 3: Strengthen the brand of the Authority and create demand for the services it provides.

Timeframe	Strategy to achieve objective	Actions to be done	Channels of communication	Indicators to show progress
Short-term (0-12 months)	<ul style="list-style-type: none"> -Regular update of NEMA Website -Timely updates on social media pages -Establish a monitoring system to identify where NEMA services are required -Establish a public relations department to ensure good relations with 	<ul style="list-style-type: none"> -Improve on all internal communication to staff -Create good rapport with the public to enhance good will -Distribute NEMA newsletters, brochures and booklets to make public aware of the brand 	<ul style="list-style-type: none"> -Social media pages -Open road shows -NEMA Website -Mainstream media -Newsletters, brochures, flyers -Advertorials and media advertisements -Billboards 	<ul style="list-style-type: none"> -Number of traffic on NEMA Website -Inquiries from stakeholders -Number of mentions in mainstream media -Media enquiries -Replies to social media -Change of attitude

	stakeholders	<ul style="list-style-type: none"> -PR team should reach out to stakeholders to create favourable image of the Authority. -Regular media updates -Sending story ideas/leads to media houses 		<ul style="list-style-type: none"> towards NEMA services -Increased media interest in covering NEMA activities
Medium-term (1-2 years)	<ul style="list-style-type: none"> -Regular meetings with stakeholders -Develop long term processes to communicate with stakeholders -Develop process of tracking NEMA communication messages 	<ul style="list-style-type: none"> -Engage in community social responsibility (CSR) activities -Branding of select localities to enhance NEMA visibility -Increase public participation in Environmental Impact Assessment activities -Act on feedbacks and public complaints 	<ul style="list-style-type: none"> -Face-to-face meetings and seminars -NEMA Website -Mainstream media -Newsletters, brochures, flyers -Advertorials and media advertisements -Billboards 	<ul style="list-style-type: none"> -Number of attendants in meetings -Feedback from stakeholders -Increased demand for NEMA services
Long-term (3-years onwards)	<ul style="list-style-type: none"> -Open public forums -Adopt similar strategies for medium-term 	<ul style="list-style-type: none"> -Continued implementation as provided in short and medium terms 	<ul style="list-style-type: none"> -Continued use of same channels as provided in short and medium terms 	<ul style="list-style-type: none"> -Continued demands for NEMA services

Objective 4: Enhance understanding and build support among policy and decision makers in government and the development sector.

Timeframe	Strategy to achieve objective	Actions to be done	Channels of communication	Indicators to show progress
Short-term (0-12 months)	<ul style="list-style-type: none"> -Organize collaborative meetings and seminars with policy makers and stakeholders in development sector -Develop a communication plan -Organize town-hall meetings with stakeholders and public 	<ul style="list-style-type: none"> -Presentations to the policy makers and development stakeholders -Creating a list of the targeted group and supplying them with informational materials -Create a mission of what the communication intend to achieve -Drafting of clear communication materials for action to be taken by policy makers -Make follow up all communications -Public announcements -Develop paid up media content and publication to enhance understanding of NEMA's role 	<ul style="list-style-type: none"> -Direct meetings -Draft booklets -Open discussion forums -E-communication (emails) -Mainstream media -NEMA Website 	<ul style="list-style-type: none"> -List of targeted individuals reached -Action taken by policy makers -Feedback from players in the development sector -Public reaction to NEMA activities -Legislation and by-laws passed by policy makers to reinforce NEMA's mandate
Medium-	-Organize public	-Sustained	-Print	-Same

term (1-2 years)	<p>participation events to collect public views</p> <p>-Incorporate actors in development sector in NEMA activities</p>	<p>implementation of actions taken in short-term</p>	<p>publications</p> <p>-E-communication (emails)</p> <p>-Mainstream media</p> <p>-NEMA Website</p>	<p>indicators as in short-term</p>
Long-term (3-years onwards)	<p>-Propose environmental conservation regulations for approval by policy makers</p> <p>-Monitoring and evaluation of communication processes undertaken in short and medium terms</p>	<p>-Evaluate the level of understanding of NEMA's activities and redraft a communication strategy if need be</p> <p>-Develop tools for monitoring and evaluation</p>	<p>-Print publications</p> <p>-E-communication (emails)</p> <p>-Mainstream media</p> <p>-NEMA Website</p>	<p>-Number of legislation and by-laws passed by policy makers to reinforce NEMA's mandate</p>

Objective 5: Produce periodic targeted publicity materials

Timeframe	Strategy to achieve objective	Actions to be done	Channels of communication	Indicators to show progress
Short-term (0-12 months)	<p>-Produce periodic informational materials</p> <p>-Produce fliers and brochures</p> <p>-Make all information available and easily accessible</p> <p>-Annual reports</p>	<p>-Establish an internal editorial board to oversee publication of publicity materials</p> <p>-Solicit for publication information from NEMA regional offices</p> <p>-Keep up to date</p>	<p>-Media documentaries</p> <p>-NEMA magazines</p> <p>-Newsletters</p> <p>-Brochures</p> <p>-Flyers</p> <p>-NEMA website</p>	<p>-Number of communication materials produced and distributed</p> <p>-Feedback from public/stakeholders</p> <p>-Increased demands for</p>

		<p>with current affairs on environmental issues to be included in the information</p> <ul style="list-style-type: none"> -Incorporate professional writers in developing periodic publication -Develop standards and policy for publications -Diversify content to suit each category of audience -Have clear messaging strategy to satisfy audience' information needs 	<ul style="list-style-type: none"> -Branding 	<p>NEMA services</p> <ul style="list-style-type: none"> -Number of special reports and documentaries in mainstream media
<p>Medium-term (1-2 years)</p>	<ul style="list-style-type: none"> -Media partnership -Work with resource sharing teams to keep NEMA's popularity on a high -Ensure publications are easily accessible and readable 	<ul style="list-style-type: none"> -Periodical paid content in mainstream media and advertorials -Sponsored content in media -Distribute publications during NEMA meetings with public and 	<ul style="list-style-type: none"> -Media documentaries -NEMA magazines -Newsletters -Brochures -Flyers -NEMA website -Branding 	<p>Same indicators as short-term stage</p>

	-Maintain the regular intervals of producing informational materials	stakeholders -Organize CSR activities and use the opportunity to distribute the NEMA publications		
Long-term (3-years onwards)	-Have public launch of major periodic publicity materials -Continue with media partnerships and sharing information -Maintain the regular intervals of producing informational	-Consistency in production and distribution of publicity materials -Similar activities in medium-term	-Media documentaries -NEMA magazines -Newsletters -Brochures -Flyers -NEMA website	Same indicators

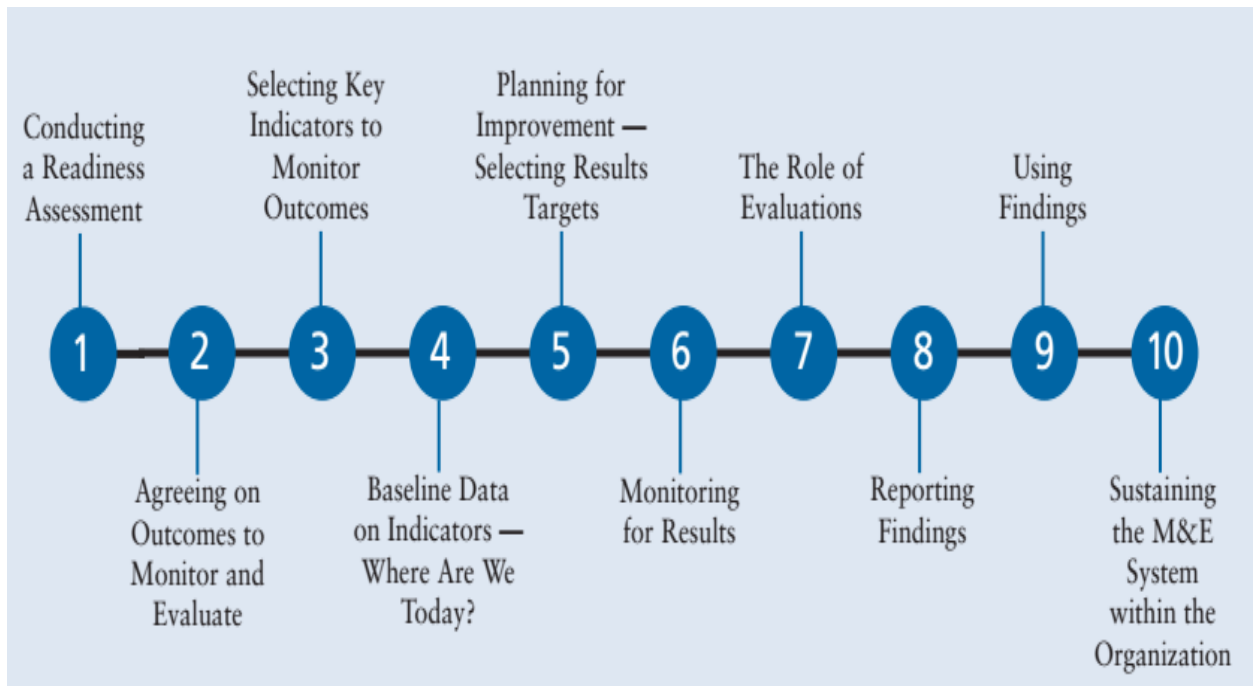
3.2 The M&E Process

Monitoring and Evaluation of Communication Processes should be embedded as part of any communication activity that the Authority is undertaking.

To achieve this, the Authority should establish a Communication M&E team to be part of the Corporate Communication Department. The M&E process should include checking the number of responses to E-communications, hits on NEMA’s website, frequency of NEMA’s mention in the press and the number of calls from people seeking NEMA’s services.

For effective M&E process, the Authority should adopt the following ten-step Communication Monitoring and Evaluation System:

A results-based M&E system



3.3 Monitoring

For the purpose of this NEMA Communication Strategy, Monitoring is understood to mean all the continuous processes the Authority should undertake to track its communication both internally and externally. It should be done routinely to collect information from any communication from NEMA or press mentions of the Authority with a view to plan for responses, learn from the experiences on better communication practices, make informed communication decisions and to promote effective collaboration with stakeholders.

a) While monitoring NEMA's communication, the established M&E team should pay attention to the following:

- ✚ If the planned communication activity is being implemented as per the laid out strategy.
- ✚ If the targeted audience and stakeholders have been exposed to the communication messages.

- ✚ The audience/stakeholders reactions and feedback to the communication.
- ✚ The impact of the communication and if it has resulted to any anticipated action
- ✚ The threats, if any, that is hindering the effective execution of the communication activity.
- ✚ Any media coverage and mention touching on the Authority whether positive, adverse or negative including social media posts
- ✚ The number of traffic and activities on NEMA's website and social media pages
- ✚ Media and public queries that require urgent interventions and response

b) Monitoring Indicators the M&E team should look out for:

- ✚ The total number of participants in any communication activity being undertaken by NEMA.
- ✚ The number of communication materials sent out to NEMA audience and stakeholders.
- ✚ Feedback from the public/stakeholders concerning information received from the Authority.
- ✚ Number of times articles involving NEMA are published in the newspapers or messages aired on television and radio within a given period.

3.4 Evaluation

Evaluation should entail bringing together all the data collected from the communication monitoring to assess the results of the communication action. In evaluating NEMA Communication processes, the Authority should

systematically assess public and stakeholder reactions to its activities from the beginning of any communication process to its conclusion. Evaluation should be carried out by:

- a) Assessing how well the communication activity performed and whether it met the communication objectives.
- b) Checking how the communication implementation was done as per the scheduled plan.
- c) Checking if the communication activity achieved the desired impact by assessing the public/stakeholder feedback and reactions.
- d) Which parts of the communication did not achieve the set objectives and need to be reworked.
- e) Checking whether there are visible changes in attitude as a result of the communication activity.
- f) At the end of any communication activity, the M&E team should develop questionnaires for audience feedback to gauge the performance.

[Worksheet for Monitoring and Evaluation of NEMA Communication Processes](#)

Communication Channel	Monitoring Indicator	Evaluation Indicator
Media	-Number of publications -Mentions on broadcast media -Media queries	-Impact created
NEMA Website	-Traffic of visitors -Frequencies of visits -Time spent on website	-Downloads of NEMA materials
Social media	-Number of followers	-Social media comments

	<ul style="list-style-type: none"> -Frequency of sending updates -Likes and shares 	
E-communication	<ul style="list-style-type: none"> -Number of recipients -Frequency of communication -Number of subscription 	-Feedback from recipients
Public events	<ul style="list-style-type: none"> -Number of events -Number of attendants -Key speakers 	<ul style="list-style-type: none"> -Participants feedback -Actions taken

PART IV: ANNEXTURES

The following are the summarised strategies on handling NEMA's core Communication processes

Annex 1: Guidelines for Internal Communication

- ✚ Create inter-departmental channels of communication to be coordinated by the Corporate Communication Department and the Human Resource Department.
- ✚ Set objectives of the purpose of communicating to staff
- ✚ Hold regular departmental meetings with staff for verbal face-face communication.
- ✚ Categorise the internal staff to differentiate which message is targeted for specific cadre of employees.
- ✚ Messages should be clear and easily understandable by the staff.
- ✚ Use fluid communication method where possible to encourage feedback and two-way communication.
- ✚ Use approved channels for Internal Communication like e-mails, approved social media groups (like WhatsApp), notice boards, newsletters, annual reports and direct mails.

Annex 2: Guidelines for External Communication

- ✚ Categorise and classify the external stakeholders
- ✚ Set objectives and purpose of the external communication.
- ✚ Choose the right channel of communication to easily reach the target stakeholders.
- ✚ Craft clear and catchy messages which is direct to the point and which highlights what the Authority wants to achieve.
- ✚ Use simple, clear and concise language while avoiding technical jargon unless the target audience will understand it.
- ✚ Embrace NEMA Website and social media pages as first point of disseminating messages to external stakeholders.
- ✚ Keep external communication regular, it should not be a one-off communication.
- ✚ Encourage feedback from external stakeholders.
- ✚ Draw up a monitoring and evaluation tool to track effectiveness of the communication.

Annex 3: Guideline for writing NEMA Communication Messages

- ✚ Message content should be different for each message depending on the purpose of communication.
- ✚ Communication messages should be concise by focussing on the key points.
- ✚ Message should be Strategic by addressing the matter at hand without much verbiage.
- ✚ Message should be relevant by considering the stakeholders/audience needs.
- ✚ Message should be simple by using easy to understand language and avoiding jargon where necessary.
- ✚ Message should be memorable, catchy and easy to recall.
- ✚ Message should be compelling to stimulate reaction from intended audience.
- ✚ Message should be tailored to suit the communication medium and channel.
- ✚ Message tone and mood should fit in to NEMA's core values, mission and vision.
- ✚ Message should be consistent with clear format and style.

Annex 4: Guidelines for choosing Communication Channel

- ✚ The channel should be reachable, has a wide reach and easily accessible by the target stakeholders.
- ✚ Channel should be fast and convey the message with immediacy.
- ✚ Channel should be cost effective to save the Authority's funds.
- ✚ Channel should be confidential so as not to disparage NEMA.
- ✚ Channel should be easily monitored for evaluation to ensure the communication reaches target recipients.
- ✚ Channel should be reliable and trustworthy to deliver full communication message as sanctioned by the Authority.
- ✚ Channel should be accurate when passing the information without distortion of facts.
- ✚ Channel should be flexible in modifying their messages to resonate with NEMA's objectives.

Annex 5: Guidelines for Media Engagement

- ✚ Create a database of editors and journalists covering environmental issues for ease of reaching them when needed.
- ✚ Prepare and disseminate press releases on major events and to clarify certain issues.
- ✚ Organize and invite media for press briefings on major events and developments.
- ✚ Paid content, advertisements, and advertorials should be discussed and agreed upon by the Authority and the media house.
- ✚ Seek media partnership in sponsoring some programmes to be aired.
- ✚ Have regular environmental experts to write Media opinions on NEMA.
- ✚ Incorporate media in key events and activities undertaken by NEMA like Environmental Impact Assessment projects.
- ✚ Do not ignore media queries.
- ✚ Organize periodic media workshops and training for journalists on covering environmental issues.
- ✚ Draw a monitoring system to check NEMA's coverage in the media.

Annex 6: Guidelines for producing publicity materials

- ✚ Publicity materials like annual reports, magazines, newsletters, brochures, flyers, e-zines and other documentations should be produced at regular and predictable intervals.
- ✚ There should be an established NEMA editorial board to oversee the publications.
- ✚ Writing styles used for producing the publicity materials should be consistent, clear and concise.
- ✚ Contents of the publicity materials should concentrate on enhancing NEMA's profile by focussing on activities and achievements.
- ✚ Writers should choose interesting angles to showcase NEMA's achievements and that will keep the readers engaged.
- ✚ Publicity materials should be easily accessible and placed at strategic points for any NEMA client to pick a copy.
- ✚ Editorial board should have a professional editor to proofread the publication and ensure they are of good quality and high standards.
- ✚ Have a monitoring tool to oversee distribution of the materials.

Annex 7: Guidelines on handling Crisis and Risk Communication

- ✚ Anticipate crises and put in place a crisis communication response team.
- ✚ Have a spokesperson during crisis to be in charge and coordinate all communication during crisis.
- ✚ Identify the persons affected by the crisis and package messages to address their concern.
- ✚ Develop a holding statement to be released during enquiries by different stakeholders.
- ✚ Have appropriate messages that address the situation and that does not worsen the situation.
- ✚ Do not ignore any external stakeholder/media enquiries about the crisis to avoid creating a negative perception.
- ✚ Do not start a blame game, rather work to solve the crisis and have a post-crisis evaluation meeting later with the team to raise any concern.
- ✚ Make quick decision on what information should be released during crisis situations.
- ✚ In case of negative media publicity, reach out to the media house/journalist to address NEMA's concerns and demand for a right of reply.
- ✚ Also issue and circulate a press release to correct the negative impression that might have been created by negative media publicity.
- ✚ Put in place a crisis monitoring system to track any negative situation that requires urgent communication intervention.

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