

TURKANA COUNTY GOVERNMENT



COMMUNICATION AND MEDIA STRATEGY 2018-2022

CATALYTIC APPROACH TO DEVELOPMENT

**DEPARTMENT OF PUBLIC COMMUNICATION AND MEDIA RELATIONS
2018**

This strategy sets out a framework for the County Communications and Media Relations. It gives direction to all new and traditional media, internal, external, marketing and branding, publications, public relations and communications activities

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FOREWARD

Turkana County Government has identified communications as one of the fundamental pillars for development and community empowerment. With today's empowered stakeholders who have diverse expectations, the role of communications is becoming more important than ever before for any key player in service delivery.

Communications has a key role in disseminating information, raising awareness on government services and policies, advocacy and generally supporting decision making processes including behavioural change among communities through targeted campaign drives in order to entrench the rule of law and create a Cohesive society.

Public Communication is therefore essential in sufficiently raising the knowledge levels of the Turkana people on what they expect of their own County and national government and thereby identifying their role for participation through dialogue and engagement.

This Communications Strategy therefore creates a framework that will guide the county government in undertaking public communications activities and media relations function in support of the mandate of the ten implementing entities for government representing the Executive arm of government, the Legislative arm and also the semi-autonomous Public Service Board. It also defines the public identity and sets the basic standards and guidelines for application.

For the communication strategy to yield the desired results, the entire government team is expected to play their role in informing and influencing stakeholders and enhancing the reputation of government by collectively adhering to the vision, mission and core values.

As a matter of fact, every single day, every officer in the government has the power to influence the county's reputation by carrying out his or her work with the highest level of integrity, acumen and in the public interest.

As implementation of this strategy begins, I encourage the team to read through the document and participate fully in its implementation in order to achieve our target goals including successful implementation of the flagship projects as stipulated in our County Integrated Development Plan and other joint programmes with partners like UN/Turkana joint project under *UN delivery as One*, the DFID public awareness component among many others with the public and private sector.

**H.E HON. JOSPHAT KOLI NANOK, EGH,
GOVERNOR - TURKANA COUNTY**

PREFACE

Turkana County government has a mandate of ensuring quality service delivery to the people hence information is a crucial cog in the existence and functions of the county government with effective communication being the necessary grease on the cog to facilitate smooth movement in the right direction.

Turkana County Communications Strategy is therefore both a strategic and an action document. It goes beyond merely proposing strategies but also provides a comprehensive action and implementation plan to guide the execution.

In its approach, the strategy recognizes how dramatically the communications function is changing. Today, the communications function is expected to serve a myriad of roles. It serves as a reputation manager, voice of governments, executive counsel, brand and advertising expert, pollster, employee and stakeholder engagement leader, and external face to the community and much more.

This is in addition to managing a complex 24-hour news cycle, proliferation of digital media and empowerment of stakeholders. The reality is that communications is operating in a fast moving and increasingly complex environment today.

Public and private institutions are beginning to see that communications is not about bombarding people with messages but going about engaging in conversations. Fortunately, by its very nature Turkana County Government is inevitably very relevant to Kenya's on-going big conversations, especially those relating to devolution, natural resources, general development and governance.

In that respect, it has never been more important to tell any story clear; be it that of government or any corporate body persuasively and proactively.

For Turkana County Government, effective communication is essential in creating strong influence internally and externally. It is about forging action and using communications to achieve the vision and mission of the government.

This Strategy's approach while it will be helping to tell story of Turkana in the right perspective, more so, it will be about making a contribution to important debates and issues that affect the community.

It is aligned to the Constitution of Kenya, the county's integrated development plan, the Communications Act and other documents touching on public participation and information.

The Strategy runs for five years. However, provides a one-year action plan, even though proposed activities can be replicated (with necessary adjustment) in subsequent years through to 2022.

JOHN EMERIPUS
COUNTY DIRECTOR OF PUBLIC COMMUNICATION AND MEDIA RELATIONS

COMMUNICATIONS STRATEGIES IDENTIFICATION PROCESS

Before any strategy is formulated a number of questions need to be answered;

1. Who is Turkana County Government?
2. Why does Turkana County Government want to communicate? - Objectives of the Strategy
3. Who does Turkana County Government want to communicate with? - Target Audience (internal and external)
4. What does Turkana County Government want to communicate? - Message
5. How does Turkana County Government want to communicate? - Channels

After these questions have been answered, now a strategy will be in place and then other sets of question to be answered will be:

6. How does Turkana County Government intend to implement the strategy?
7. What is the budget like?
8. How does Turkana County Government intend to monitor and evaluate its communication Strategy?

Principles to guide the strategy

The following principles will guide this communication and media strategy

- 1.Strategic partnerships are key to the full implementation of the strategy.
- 2.Coordinated messages during crisis/emergencies will be crucial for the consistency and clarity. Communication Department should take the lead.
3. Messages and information given to public/media by the Government Department's should not appear to be contradictory.

4. High quality and accurate information on government policies, plans and development projects will be channeled to all stakeholders using the most accessible and appropriate channel of communication.
5. Timely feedback to all media outlets, no matter their size or reach, reliability, are relevant.
6. All staff in Department of Public Communication will work tirelessly for the success of this strategy.
7. Proactive and not reactive approach to managing disasters/emergencies/crisis communication to be applied.
8. Media outlets are key allies in the realization of the County's development agenda and should be part of the strategy in the role they play in the development of

WHO IS TURKANA COUNTY GOVERNMENT-THE ENTITY

This is one of the 47 county governments formed by the County Government's Act 2012 to discharge the mandate of a county government as prescribed in the Act and in the 2010 Constitution of Kenya. It is a government for the people of Turkana and whose interests and aspirations are those for the people of Turkana. It holds trust and makes decisions for and on behalf of the people of Turkana.

VISION

A prosperous, peaceful and just county with an empowered community enjoying equal opportunities.

MISION

To facilitate socio-economic transformation of Turkana through sustainable use of resources to ensure a high quality of life for the people of Turkana County.

In order to meet its mandate, Turkana County government through its integrated development plan 2013/2017, has outlined projects within the ten ministries and further has identified the following key areas of development known as flagship projects:

1. Infrastructure; tarmacking of the key national roads joining the County and the rest of the country and main County roads
2. Establishment of an international airport in Lodwar
3. Modernization of urban towns complete with essential social services and amenities beginning with Lodwar
4. Establish Turkana as a tourism destination commencing with the establishment and institutionalization of the County annual cultural Bonanza
5. Increase energy access and uptake of green energy through investing in geothermal and solar energy generation through Public Private Partnerships

6. Establish a Turkana skill development and support fund to meet human resource needs and capacities for the social economic development of the County
7. Provide sufficient calorific requirements for over a million residents of Turkana and a further 20% surplus for reserves and export.
8. Own, design and operationalize sustainable utilization of the discovered aquifers in the county for increased productivity for commercial and domestic use

OBJECTIVES OF THE COMMUNICATION STRATEGY - WHY COMMUNICATE?

While Turkana County is committed to making all its communication activities;

- x Timely
 - x Relevant and appropriate for the target audiences
 - x Consistent
 - x Two-way
 - x Honest and accountable
 - x Transformational
 - x Innovative
 - x Equitable
-
- x To make its vision come alive, the county government must be able to communicate with and influence a wide range of organizations, individuals and partners in a cohesive and coordinated way.
 - x Make the county easy to understand and talk to
 - x Co-ordinate and direct communications so that all sectors of the county government are working towards shared objectives, in support of county Integrated Development Plan
 - x Creating and enhancing awareness of the Turkana County government's existence as a legitimate and a fully functioning government with the two arms of Executive and Legislative in place.
 - x Ensure that everyone understands what we are working towards, and what the outcomes will be - showing people what success looks like.
 - x Ensure staff and partners understand their contribution through clear objectives, milestones and deadlines
 - x Make people feel better informed, proud to live in Turkana County, proud to work for the County and proud to work with it.
 - x Promoting effective stakeholder engagement and public participation to reinforce the government's credibility
 - x Generating a brand of both the county government and the county as a whole that the public will identify with.
 - x Building pride among stakeholders and assist identify the various ways of engaging with the county government.

- x Increase awareness, understanding and participation of County government employees in the achievement of the vision and mission of the Government.
- x To build and enhance a positive image of Turkana County and the government in restoring confidence in the people and governments that they indeed mean well to the people of Turkana
- x A PR Communications approach to address some of the perceptions especially painted about Turkana in the last 50 years of marginalization and negative branding that has seen the community ripped of its dignity in the face of the world.

TARGET AUDIENCE - WHO TO COMMUNICATE WITH

Turkana county government in discharging its mandate has both the internal and external audiences. This is where now communications are targeted based on the nature of the audience. For internal audience, this strategy will explore ways how the county will communicate, hence internal communication.

For external audience, External communication will suffice. While the list below for both internal and external audiences will not be exhaustive, it gives a guide and clarity of who Turkana county government identifies as its target audience.

INTERNAL AUDIENCE

- x Permanent and Pensionable employees
- x Employees on Contract
- x Employees on secondment
- x Members of Various TCG government Boards
- x Members of Turkana County Assembly
- x TCG Advisors
- x Interns
- x Attaches

EXTERNAL AUDIENCE

- x The people of Turkana
- x National Government departments
- x Council of Governors
- x Media
- x People living with Disability/AIDS
- x Private Sector
- x Development Partners
- x CBOs
- x CSOs
- x NGOs
- x Religious organizations
- x Women Associations
- x Youth Groups
- x Business community
- x Investors

HOW TO COMMUNICATE - CHANNELS/MEDIUM

The how to communicate basically is the appropriate method Turkana County government is going to employ in sending out the chosen message for a particular audience. Channels are never chosen randomly, they are researched and carefully picked based on the audience profiling.

These are some of the factors while choosing the right channel of communication.

- x On what channel is your audience available or readily accessible
- x Is your audience literate or illiterate
- x Is the channel/Medium of communication available
- x Does the channel allow for feedback
- x How expensive or cheap is the medium/channel for the recipients etc

What are the most appropriate channels of communication that this strategy can use to achieve its mission, vision and mandate?

- Radio
- Television (including a sign language interpreter)
- Public meetings (Barazas)
- Print media (formal and informal) newspapers, banners, pamphlets
- Social media
- Tele-conference
- Memos/letters
- Telephone
- Internet (emails and website)
- Digital screens
- Screens to pass information to be situated in public places, waiting bays
- Any channel of communication should be accessible to the illiterate and people living with disability

NB: Stakeholders suggested that the County Government should have its own broadcasting services (Radio, TV) and its periodic publications

INTERNAL COMMUNICATION

Internal communication is an important component of any communication strategy as it translates intentions into action and inculcates organizational culture (ways of working) to staff. Different styles and modes of engagement with staff has its own advantages and disadvantages and therefore every organization must decide on a mode that will serve its purpose best - whether the informal or formal, but for TCG, the formal approach will be employed mostly because it is synonymous with governments the world over.

Turkana County government having therefore identified its internal publics mostly as being its employees will engage or communicate to them using the following ways:

How best can TCG communicate to the public by this strategy through its objectives?

- Through public participation e.g public barazas
- Co-operate with media in submitting correct information to the public
- Avail sign language interpreters and transcribing information into braille for the visually impaired persons
- Conducting research to authenticate problems and finding solutions
- Communication through crusades and other religious gatherings, camps etc
- Writing sessional papers on government policies
- Every department of ministry communication person who is conversant with the ministry policies
- Media profiling and cataloguing of rate cards
- Capacity building based on frequency and needs

Official Letters

1. The letters will bear the coat of arms of TCG, the indication as to which Office/Ministry the letter is originating from, the reference and volume number.
2. The letters must have proper dates, salutation and signature including the official stamp.
3. Rules of formal letter-writing will apply.
4. The letters will be mostly be used in the case where correspondence is vital (purpose of reference).
5. They will be used for inter-ministerial or interdepartmental communication or for the case (3) above.
6. Letters will also be used for external communication
7. For letters sent through email, a hard copy is supposed to follow or in the case where the hard copy is scanned and sent through email, that's acceptable, except for instances where the recipient demands for a hard copy with original signature (mostly legal requirements).

Internal Memorandum (Memo)

Internal memos as mostly referred to, are short notes which can be handwritten for internal purposes. But in the digital age it's advisable to have typed memos for readability.

1. Memos will be used solely for internal communications within Turkana County government employees (departments, Ministries) and can be used on internal or staff notice boards.
2. They do not require address of the receiver or signing off by the sender, but if one feels like signing it they sign next to their name From... on top of the memo. Ideally for TCG, an official stamp of the originator can be appended.
3. They will only indicate on top 'Internal Memo', the date, To..., and Fro. You can also Cc below the name of the person you are sending the memo to.
4. Then Re: the purpose of the memo and that is it, no signing required after your message.

Face Time

The spoken word carries a lot more impact in internal communications than email, intranet and internal memos. There should be time to interact formally with all the staff regularly. This will create a feeling of 'partnership' which will in turn motivate employees.

This can also be done through regular staff briefings, workshops, fun days and team building sessions.

Emails.

Although email is gradually getting popular with its use, except for official emails bearing the name of Turkana County, use of personal emails will not be regarded as official.

While this will depend on mutual respect, good practice within official set ups of both governments and non-governmental organizations is that official emails are used by all staff to communicate. And of course the same official emails will not be used for private communication. This is a policy decision which will require a formal adoption. No use of personal emails (gmails, yahoos etc.) when transacting government business.

Short Messaging Services (SMS).

While this mode of communication is quite informal, it is increasing getting popular and becoming handy. While TCG will encourage short messaging via mobile phones, this will only be for purposes of passing a message but no decisions based on policy implementation or financial approvals will be done on SMSs. This can only be actualized through formal writing and documentation.

Social platforms;

This can only be restricted to WhatsApp groups and Facebook closed groups but only to be used for updates around the work environment but not for formal correspondence for official matters.

EXTERNAL COMMUNICATION

Based on the nature of the county government being a public entity, most of its stakeholders are external and is the case for any service provider. Within the external stakeholders, these can be classified further into primary and secondary stakeholders.

Primary are those that deal or benefit directly from the services provided by the county government and secondary stakeholders are those benefiting indirectly. The following are therefore some of the channels the strategy proposes to engage or communicate to the external audiences.

1. Formal/Official letters
2. Formal notices, either on public notice boards or on the newspapers
3. Traditional Media (these are TV, Radio, Film, drama, plays, concerts etc.)
4. Newspapers, magazines and newsletters, the County government should have regular quarterly publication
5. Packaging of documentaries, small videos etc.
6. IEC (Information, Education and Communication) materials. These are mostly branded e.g. Brochures, flyers, posters, banners, calendars, notebooks, Diaries etc.
7. Billboards
8. Emails only limited to official emails
9. Bulk SMS-These are useful for campaigns and hyping publicity or creating alerts on big events, or carrying out public campaigns. It is an effective in reaching out to large masses.
10. Reports and research papers
11. New Media - This is digital and online media where internet is key. These comprises of social media platforms e.g. Twitter Facebook, You Tube, WhatsApp etc.
12. Town hall meetings and Barazas
14. Public Rallies and Public Holiday celebrations
16. Special addresses like the State of the County Address, as mandated by law
17. Road shows etc.

PUBLIC RELATIONS

BUILDING THE TURKANA BRAND

Great brands are built on good internal and external relationships and TRUST. “Brands that become well known become entities that are something like friends in their own right. People tend to trust friends so a familiar brand inspires trust. It’s similar to getting a recommendation. A strong brand can convey the perception of success, professionalism, competence - qualities that a prospective client often tries to judge before doing business with a company.” The TCG public Identity should inspire good relations and inspire trust among all its stakeholders both internally and externally.

Given the negative branding that the county received for the last fifty years before devolution and of course bearing in mind the turning point being the discovery of water and oil, Turkana County government is expected to take advantage of people being mesmerized at the discoveries and sudden attention its receiving from all directions to display and narrate its original story that was told in the wrong and negative way which ended up painting the community and the whole region in a negative way. This also ripped of the people of Turkana their dignity in the face of the world.

In the backdrop of the then previous national governments that marginalized Turkana region and its people, Turkana County Government comes in to rekindle hope, restore dignity and bridge the gap. Therefore, expectations from the community are high.

Turkana County’s image therefore is expected in that respect to be accessible, open, welcoming and reassuring. Fundamentally, the image should be defined by three attributes.

Brand Attributes are the descriptive terms that Turkana Government would like its stakeholders to use when talking about the county government.

1. People First
2. High Integrity and accountable
3. Action-oriented
4. Warm and Welcoming
5. Transparent and with an open door policy

Colour Palette

Colours have meanings and represent certain attributes. Turkana colour scheme has been selected to align with the key brand attributes of dynamism, hope, heritage, and resources available within its boundaries.

White:

Represents the love for peaceful coexistence between Turkana County and its neighbouring counties and countries.

Green:

This represents hope and vegetation and gives a promising future in agriculture and surplus in food security.

Brown:

This is the colour of the earth; it both represents the land as a resource and productivity for sustainable economic growth.

Blue:

This colour represents the huge deposits of water discovered in Turkana including the largest resource of Lake Turkana which is the pride of the people in the county.

Court of Arms:

It is an important element for identity of governments.

Typeface Printing:

Calibri Body: Font 12 Headings: Font 14 Digital

Brand Promise:

This is also known as a tagline or strap line; it is the sum total of what people expect from the county government. It is the one line that captures what to expect in terms of experiences, information and services from the government.

The proposed brand promise is 'Pamoja Tujijenge'. This tagline captures the spirit of pulling together both as county government and the people so as to build the county together; it aspires for full public participation in development and the mandate of the county government. This tagline communicates TCG's breadth of mandate, signals change and signifies leadership for better lives. It is ambitious, a rallying call and an aspiration.

Branding Offices:

This has profound effect on the county government's image and how it interacts with both the internal and external publics. The staff in particular, will spend a larger part of their day in the office. They will therefore need a conducive and facilitative atmosphere. When applied it enhances Turkana County Government's reputation.

It is recommended that the architecture represents the openness of the brand by having more open plan offices, wide windows and glass partitions with sufficient lighting.

For wall messaging, all the entities are to use posters with catchy messages, including witty images in boardrooms, kitchen facilities, wards, corridors and other common areas.

Office Poster Guidelines for Printing recommended are:

- x Print Size: A1 594 x 841mm
- x Production: Glossy photo quality paper
- x Finish: Matte lamination
- x Snapper: Framed
- x Use integrity (internal culture) posters in the printer area, registry or cash office. These should not be used in reception areas where customers may not understand what they mean.
- x Office computers could also be programmed in such a way that when switched on or when idle, they display messages that convey the internal spirit of the government
- x Posters on county government's mandate, mission, vision and brand promise are recommended for conference rooms, reception areas and interview rooms as they provide a quick overview.
- x Direction signage for the county government offices need to reflect the government's brand attributes and guidelines. The logo/court of Arms should be bold against a white background and the typeface simple and welcoming
- x Reception areas should be branded with the County logo and the tagline in a 3D effect. Signage at the reception for all the entities, including the County Assembly and the Public Service Board and viewed at close range, and therefore needs an excellent finish and must also communicate

Brand Touchpoints

These are the direct contact areas that the public experience when they interact with a product or service. These contact points must be managed to create a positive image for TCG. These include;

- x Posters on Office common areas like the Boardrooms, Kitchenettes, reception, for TCG. Brochures and giveaways, fliers, letters, factsheets
- x Venue branding during public and outreach events, Videos, PowerPoint pitches, Signage, Office stationery, the flags etc.
- x Staff who interact with customers e.g. customer service personnel, telephone operators, administrators, protocol officers
- x Annual Reports
- x Briefing materials
- x Internal and external collateral e.g. Public complaint forms, leave forms, receipts, requisition forms, workflows, work orders, website and other online executions e.g. You Tube, twitter, Facebook etc.
- x Media engagements, Advertisements, Service delivery, Referral and references. Each touchpoint must reinforce TCG's key messages and personality; effective and welcoming.

Brand Manual/Style Book:

A comprehensive brand identity manual should be developed to give specific direction on the application of the court of arms and color scheme across all the brand executions like:

- x Letterheads
- x Stickers
- x Posters
- x Banner (Roll up, Wall and Street)
- x Brochures
- x Signage
- x motor vehicle branding etc

Social Media

Rapid growth in the use of social media in Kenya presents an opportunity for Turkana County to directly inform, engage and influence its various publics.

Journalists are also increasingly spotting story ideas and breaking news from social media sites, particularly twitter. These dramatic changes mean that no organization or government should ignore or underestimate the significance of social media in its communication strategy.

Turkana County government needs a strong social media presence and should use this to communicate key initiatives, plans, policies etc.

While we shall engage on social media, the county is also cognizant of the other population that is not internet savvy and may not necessarily benefit or be on the lookout for information on social media platforms. Other channels of communication will be employed.

The social media strategy aligns the communications goals, messages and emerging trends to create engagement with the audience. Even though the technology will continue to evolve, the overriding social media strategy for TCG will remain sincerity and transparency. This will create trust among stakeholders.

The County government while using social media platforms will make sure that the messages or material posted will reflect integrity, authenticity which of course will mean acknowledging borrowed material, accept feedback while recognizing that ultimately one is responsible for their actions.

The Communications department will come up with all the accounts for various social media channels, preferably twitter and facebook and be flexible to add on others as the environment changes with technology.

PUBLIC CAMPAIGNS COMMUNITY MOBILIZATION, OUTREACH AND MASS MEDIA

Community outreach and mobilization can encompass a range of interventions and approaches, including: community meetings; training or sensitization sessions with traditional authorities, community or religious leaders; street theatre and other cultural activities and marches and demonstrations.

Turkana County government will use this strategy for public participation as is enshrined in the constitution to pass information on its mandate, policies and in the processes that by law have to be subjected to public participation.

Mass media campaigns normally use radio, television, billboards or other media to reach a wide segment of a community. It also offers individuals, especially young people, anonymous access to valuable information and resources without having to go through others they may not trust (e.g. doctors, teachers, etc.).

Entertainment-education or ‘edutainment’, is a particularly useful strategy that entails the “process of purposely designing and implementing a media message to both entertain and educate, in order to increase audience members’ knowledge about an educational issue, create favorable attitudes, shift social norms, and change overt behavior.

Edutainment may have a particular appeal to young people and thus may present a special opportunity to affect norms before they are fully set. This will therefore be useful for the County government where behavior change is required e.g. Inculcating morality and in promoting Health campaigns like HIV Awareness, Hygiene etc.

Other innovative approaches that can be effective in reaching diverse audiences within Turkana county include: games, electronic technologies (mobile phones and computers), street theatre, art, music and cultural activities, one such is the famous Turkana County Tourism and Cultural Festival dubbed Tobong'u Lore.

Though community outreach strategies and mass media campaigns are two distinct strategies, the most effective examples of such approaches tend to combine mass media intervention with community-based action. Therefore, this strategy takes note of this as it engages different stakeholders.

WHAT TO COMMUNICATE - THE MESSAGE

Turkana County government has a structured way of discharging its mandate. With the system of service delivery being based in the 10 Sectors namely:

1. Finance and Economic Planning
2. Health and Sanitation
3. Education, Sports and Social protection
4. Public Service, Administration and Disaster Management
5. Infrastructure, Transport and Public works
6. Tourism, Culture and Natural Resources
7. Lands, Physical Planning, Housing, Energy and Urban Areas Management
8. Agriculture, Pastoral Economy and Fisheries
9. Trade, Gender and Youth Affairs
10. Water, Environment and Mineral Resources

And coordination and performance tracking is anchored in the Office of the Governor, clear and targeted messaging is crucial. With the nature of every ministries mandate, individual message houses will be developed based on the ministries key activity areas or departments.

The message house will be handy whenever there is a situation or crisis or a need for a particular ministry to communicate certain messages or information to the public.

Every ministry will therefore have a messaging select team that will comprise of:

- x A chair (Preferably the CEC)
- x Coordinator (Chief Officer)
- x And three other people (experts in the key pillars/result areas, can be Directors but not a level lower)

The Message house will only contain what every ministry regards as public information and they should also identify their BUZZ (words that are synonymous with various ministries) words.

Key to note is that messages will be developed based on a particular issue at hand whether for regular communication or crisis communication.

The messaging format will depend on the particular audience the county government is targeting, the setting, and other sensitivities surrounding the issue and the audience (likely looked at is the age, literacy levels, and the environment be it political or social).

Messaging will also differ on what they designed for, e.g. a message for a road show will not be the same with a message for stakeholders in the oil and gas sector in Turkana preparing to enter into the oil production phase.

Likewise, a message designed for Youth beauty contest, will not be appropriate for the senior residents of Turkana and many others.

All said and Done, there are however key considerations when messaging:

- x The Message must be factual and well researched
- x It has to be clear
- x Relevant to the audience
- x Short and Simple to be understood without hidden meaning or use of technical jargon. The messages must be consistent
- x The messages must be consistent

- x In every communication, try to limit the message to one or two. But in public campaigns, the message must be one to avoid confusion. e.g. If the message is 'Washing hands with soap', it should not be 'Washing hands with soap and its importance'

NB: Remember the important bit is what the campaign is all about; they are key results you are expecting as a ministry or department.

What are the relevant messages TCG should package and communicate to the people through this strategy?

- Awareness messages/informative messages create awareness of activities being undertaken
- Announcements: job opportunities, internship opportunities; awareness of impending calamities such as droughts or floods; changes to government and reshuffles; security issues
- Educative messages e.g. waste management
- Advertisement messages: packaging and selling Turkana County as a tourist destination; showcasing of services offered in public facilities such as hospitals
- Entertainment messages: sports, music, arts and culture

How will Turkana County Government achieve its intended objectives for communication strategy to the targeted audience both internal and external?

Through:

- The goodwill of the people and the implementers
- Awareness of the documents e.g. through media
- Know training needs of the document for officers
- Proper knowledge of the strategy
- Proper co-ordination between the implementers and the audience
- Consultation among stakeholders e.g. community, leaders
- Availability of resources to achieve/implement the strategy
- Importance of feedback - what changes need to be made
- Cross-checking the information to ensure credibility
- Feedback both positive and negative
- Credibility of the information
- Political willingness and stakeholders

Communication and media channels

To effectively address and make significant inroads in the County Departments, the Public Communication Departments shall rely heavily on strategic communication in its outreach interventions. This can only happen when an organization or an individual uses strategic communication channels that resonate with the specific audience being targeted. The type of message being delivered and the effect it is intended to produce will greatly inform the communication channels to be used.

A mixture of communication channels will be used by the government. This will include both conventional and traditional channels. Print, electronic, and online channels will be applied.

Traditional modes of communication that the government will use to pass messages about key issues are also going to be used. Experience has shown that some of these channels are extremely effective in producing certain results.

While deciding on the communication channel to use, it is important to keep in mind the following;

- x What is the central issue that the Turkana County Government wants to communicate?
- x To whom does it want to communicate the issue to?
- x What are the characteristics of the target audience in terms of the following: Age: youth and adults; Gender: women and men; ethnicity; education level; income level; the blind and deaf; the policy makers; general public; the law enforcers; and the donors.

These factors will greatly inform the communication channel to be adopted. Here are the media channels that are going to be of great value in disseminating information, education and messages on various pertinent issues.

The media channels

Community media

Community media is one of the critical channels that the County will have to use. This is because a lot of communication is mediated through this community channels.

The Government can also use these very channels to advance its agenda. These include the community/vernacular radio stations that now mediate a lot of important conversations in many communities. Since they are affordable and reach so many people, the community radio becomes a very powerful tool for social-economic and political development especially in regard to changing attitudes, behaviors and practices.

During radio programs, drama series focusing on specific theme areas are to be used to educate people and stimulate discussions on county pertinent issues.

Public address system, Poetry, Folk songs that convey development message, drama, storytelling, Cultural Festivals, Chief's or other forms of baraza's and church functions will be used at the community level to communicate to the communities.

Mapping of the community channels used in the media is to be done before decisions on which channels to use.

Print channels

Under this, are the mainstream newspapers or newspapers with a nationwide reach; the County newspapers; and Magazines or newsletters addressing specific social or development related issues.

The print

Channels are extremely important in reaching certain classes of stakeholders. The mainstream newspapers are also very useful in reaching

huge masses, but they might not be very effective as a communication channel when targeting communities. They are however effective in targeting people or actors who influence certain decisions designed to influence or bring about change in the community. These include policy makers, decision makers, donors, advocates of development and opinion makers.

Electronic channels

These include the radio, television, and mobile phones.

The radio

The radio is the most widely listened to channel of communication and has the widest reach. Over 80 percent of Kenyans own a radio set, with over 90 percent of them listening to radio at least once every week. There are over 100 radio stations in Kenya, broadcasting across the country in either Kiswahili, English or vernacular languages.

The radio stations are crucial avenues for disseminating information and education, particularly in the rural areas and resource poor settings.

Vernacular radio stations are even more effective in addressing community specific needs and issues. Similarly, the FM stations have emerged as one of the critical avenues to reach young people with crucial messages. This is because majority of young people tune to FM stations for entertainment. For this reason, these stations provide opportunity for offering Edu-entertainment messages to this target group.

One of the advantages of the radio is its accessibility in terms of cost; and with the advent of mobile phones; many more people can now listen to it while going on with their business. Since the County Government has acquired its own frequency (99.0FM), it shall establish its own will have to rely heavily on this form of communication to speak to the heart and soul of her communities.

Television

Television is another channel that is watched by a massive number of people. Its reach is estimated to be in the region of 30 per cent to 40 per cent of the population.

By 2015, close to five (5) millions households in Kenya had a television set, which is very effective with certain target groups.

Television is very good when communicating issues to policy, decision, and opinion makers. The drawback is, this form of communication is every expensive. Turkana County Government will have to use cost-effective strategies when it comes to television.

This may include partnering with the stations under their Corporate Social Responsibility (CSR). It will also mean working with strategic media practitioners and media organizations that influence content in the mainstream media to pass messages on this platform in a more cost-effective manner.

Mobile phones

This platform will be used when it comes to sending text messages to high volumes of people. The County will have to engage mobile service providers to agree on a very cost-effective way of going about this. This will include getting easy and unique numbers for this purpose.

Online media and channels

Twitter, blogs, Facebook, e-social networking and chat forums.

The internet has become a major source of information and platform where discussions are held.

It has a wide reach and is affordable. This then means that for communication strategies aimed at behavior change, the internet becomes a very critical tool. In recent years, the internet has become a major tool for raising awareness on issues and applying pressure on the authorities or the community to do something.

The Turkana County Government will need to have a very strong online presence to reach a category of the population that may help amplify its development messages. This will require a very interactive website.

A blog maintained by the County Government is going to be vital.

The County will work with other organizations that have vibrant online media presence to pass its messages. Strategic partnerships in this regard may need to be developed.

Other communication platforms

Turkana County Government will use other robust communication platforms apart from mainstream media. These approaches will place emphasis on mass awareness and sensitization on the ten County Departments.

These platforms include;

The Turkana County's Website (www.turkana.go.ke)

The County's website is one of the key channels of communicating and updating stakeholders on emerging issues. It is also a platform where it interacts with individuals, communities and institutions. New research, publications, and trends in the county development are to be deposited on the website.

The website should therefore have up-to-date information that can help the stakeholders make decision on issues relating to the county. The website serves as an information and knowledge hub; with relevant materials that diverse stakeholders can use to advance their cause.

On the website, the following interactive tools have to appear: Twitter, Facebook, Live chat, Instagram, Blog, Google, and YouTube. The website is to be managed on a daily basis by a full-time Online manager.

Newsletter/Magazine

A newsletter/Magazine is an important way of communicating to stakeholders about general information in the County. Through the newsletter/magazine, the County will provide regular updates on projects, activities, success stories, best practices, and emerging strategies in addressing the issues in government. This newsletter will be used as a sharing and learning platform for organizations and communities on general government development record. Media practitioners, individuals, organizations and county departments working in the county will contribute content to this newsletter/magazine.

The Department of Public Communication and Media Relations assisted by an in-house editorial team will provide guidance and ensure quality and adherence to standards in the generation of content for this newsletter. The newsletter or magazine will be key in informing and providing regular updates, from different parts of the county, on what is going on. This newsletter/magazine is to come out on quarterly basis.

To cut down cost, it will largely be uploaded on the county website with a number of copies printed to be delivered to strategic persons, county departments and organizations as a tool for information sharing and learning.

STRATEGY IMPLEMENTATION PLAN

For the viability and sustainability of the strategy Implementation Plan, The following considerations have to be incorporated:

- The strategy has to bring on board all the stakeholders
- There should be feedback mechanism to provide two-way communication between the County Government and the Publics
- The choice of communication channel should be the one with wider reach to all the target audience.
- Communication through a local language is essential ingredient to pass information to the people in remote areas, who may not understand both Kiswahili and English especially in public Baraza's.
- There should be enough budget to sustain the implementation of the strategy
- The strategy is well defined and framed for five years (2018-2022), through which amendments to the document should be made to make it alive to the dynamic changes of the communication needs of new incoming governments.
- Staff in Department of Public communication and Media Relations should be well capacity build for effective implementation of the Strategy.

STRATEGY IMPLEMENTATION PLAN

	Strategic Communications Practices	Quality Criteria/Standards
	a. Identify the vision	The Communications Vision is aligned with, but distinct from, the government's overall mission.
	b. Choose goals and outcomes	Goals and outcomes are well defined, measurable, and help guide a defined plan of action.

<p>c. Select target audiences</p>	<p>Audiences are specific (not the general public) and include key decision makers or individuals with influence on the issue.</p>
<p>d. Develop messages</p>	<p>Messages are specific, clear, and persuasive, reflect audience values, and include a solution or course of action.</p>
<p>e. Identify credible messengers</p>	<p>Messengers are seen as credible by the target audiences, and can be recruited and available to the cause.</p>
<p>f. Choose communications mechanisms/outlets</p>	<p>Outlets (e.g. both in the air (media) and on the ground) are chosen for their access and availability to target audiences</p>
<p>g. Scan the context and competition</p>	<p>Risks and contextual variables that can affect communications success are identified and factored into planning when possible.</p>
<p>h. Develop effective materials</p>	<p>Materials are developed in attractive, accessible, and varied formats for maximum exposure and visibility.</p>
<p>i. Build valuable partnerships</p>	<p>Linkages exist with internal and external stakeholders who can help align with and carry the message.</p>
<p>j. Train messengers</p>	<p>Internal and external messengers are trained in key messages and are consistent in their delivery.</p>

	<p>k. Conduct steady outreach</p>	<p>Outreach and dissemination to audiences through multiple outlets is regular and sustained.</p>
	<p>l. Monitor and evaluate</p>	<p>Activities and outcomes are regularly monitored and evaluated for purposes</p>
		<p>of accountability and continuous improvement.</p>
	<p>m. Support communications at the leadership level</p>	<p>County Government understands and supports communications as an integral part of viability and success.</p>
	<p>n. Earmark sufficient resources</p>	<p>Sufficient Budgetary allocation includes dedicated resources for communications practice.</p>
	<p>o. Integrate communications throughout the County Government</p>	<p>Communications is seen as an integral part of every County government project or strategy.</p>
	<p>p. Involve staff at all levels</p>	<p>Communications is not seen as an isolated function; most if not all staff members have some knowledge and/or participation in communications efforts.</p>

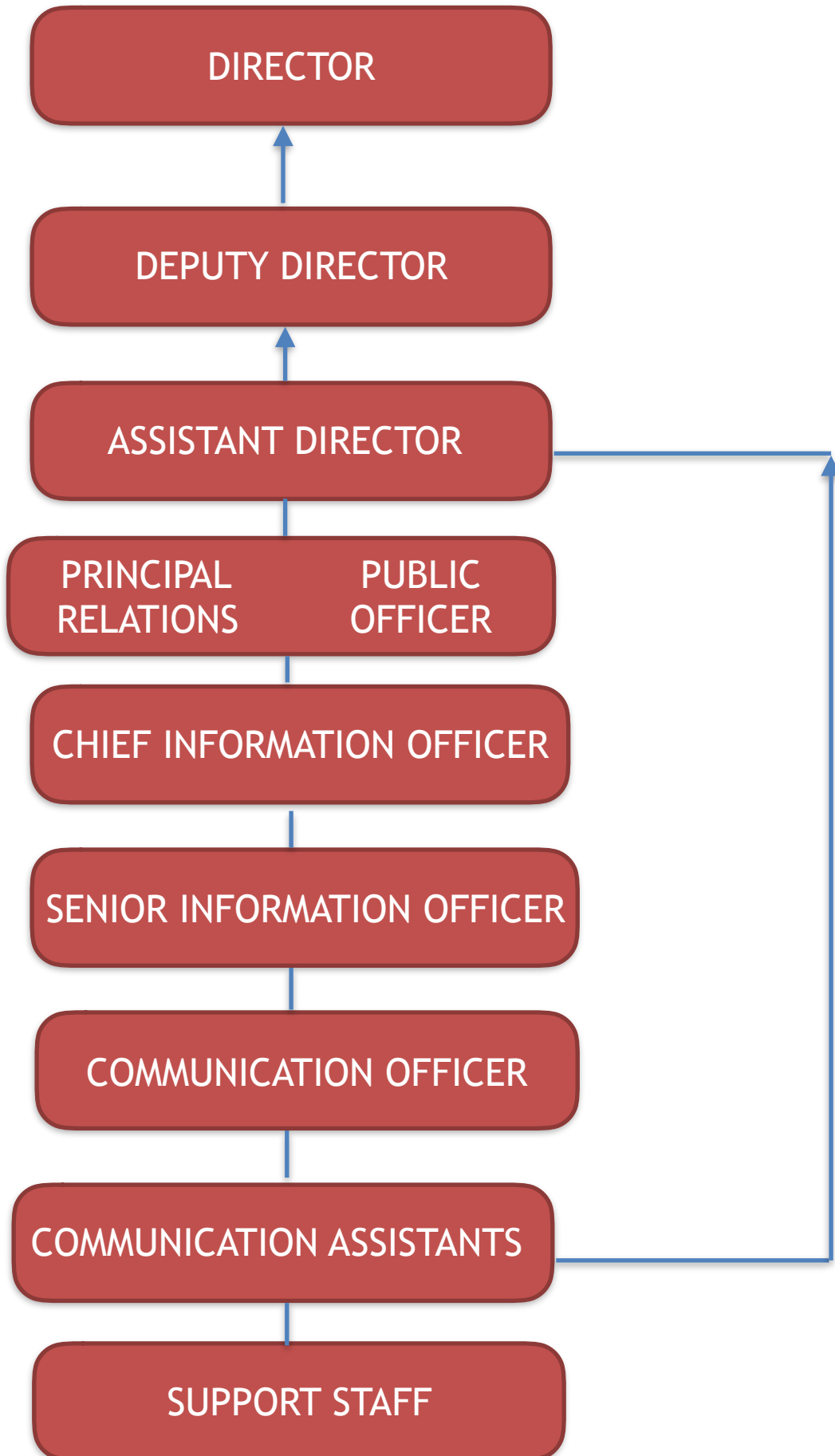
IMPLEMENTATION MATRIX

Activity	Objective	Actor/Person (s) Responsible	Resources required	Time Frame	Remarks
Budget Process	To allow the public to critic and contribute to the Proposed County Budget	TCG Ministry of Finance & Planning, CA, Dir. PCMR	Logistics	3 rd Quarter	All views will be incorporated even for those in the Diaspora
Community sensitization on Oil and Gas	To prepare the community for the production phase of Oil and to clear grey areas on the extractives	TCG Ministry of Energy, Oil Companies, DFID (through Adam smith),	Logistical support	1st, 2nd and 3 rd quarters	Stakeholders in the Extractive industry will be involved.

2 nd QTR	Launch of the County Official quarterly Magazine/ Newsletter	For comprehensive reporting and regular information bulletins for specific readership	Directorate	Logistical support for packaging and printing	The magazine will be placed on all the airlines flying into Lodwar for travelers to read and other airlines as well based on what will be the terms of agreement.
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The implementation matrix above will be supported by annual work plans as elaborated by the template below giving example of three key result area

COMMUNICATION ORGANIZATIONAL STRUCTURE



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