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**Centre for Mathematics,
Science and Technology
Education in Africa
(CEMASTE)**

CEMASTE COMMUNICATION POLICY

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Approved for circulation

Jacinta L. Akatsa

Mrs. Jacinta L. Akatsa, HSC

Chief Executive Officer



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Foreword



Centre for Mathematics Science and Technology Education in Africa (CEMASTEА) is a public institution under the Ministry of Education, State Department for Basic Education. The Centre is mandated to provide training and conduct research to inform education programmes and policy.

Communication is at the center of the management, key decision making and service delivery. It is therefore a critical component in today's functioning of any organization. It is against this backdrop that a lot of emphasis is made to embrace it. At CEMASTEА, communication serves to inform, educate and create awareness on the importance of the Science, Technology Engineering and Mathematics (STEM) education in schools and training institutions across Africa.

The objective of this policy document is to give guidelines on communications and its channels. This will allow real-time information flow to the Centre's internal and external publics and build long term trust, respect and commitment.

Effective communication will provide all stakeholders with a clear understanding of their responsibilities and obligations. Consequently, the policy establishes principles applying to communication among CEMASTEА's community and with all stakeholders. CEMASTEА makes a commitment to provide stakeholders with timely, accurate, clear, objective and feedback mechanisms.

As we adopt this Communication policy, it is my sincere hope that maximum communication standards and guidelines shall be met. In our collective effort to transform CEMASTEА into a premier Science, Technology Engineering and Mathematics hub in the region.

The Board of Governors, management and staff commit to the implementation of this policy for optimum contribution towards the achievement of our Vision and Mission.

Dr. Pius K. Mutisya, OGW
Chairman, Board of Governors

Preface



This Communication policy is meant to address communications gaps, needs and give guidance on how communications shall be spearheaded wholesomely at the CEMASTEIA. The policy document is intended to establish sound principles and guidelines of communication within and outside the Centre. It shall be used to support planning, development of policies and decision making. This therefore means it shall enhance the use of communication systems and resources to improve the overall productivity of the workforce, service delivery and create a positive image of the Centre.

Modern day administration and general running of the Center shall critically rely on communication to give the center viability and craft messages based on the Center's mandate both at policy level and management level. CEMASTEIA's staff, stakeholders and partners shall adhere to this policy document and make reference to it every time communication is made.

The review of this Communication Policy would not have been possible without the contribution of a number of persons and institutions. We are particularly indebted to the Ministry of Education for providing the necessary technical guidance and for ably ensuring the successful preparation of this policy document.

I sincerely thank the Board of Governors, led by the Chairman, Dr. Pius K. Mutisya, OGW for their guidance and contribution during the preparation of this policy. I appreciate and applaud the commitment and efforts made by the management, staff and the Corporate Communication department.

The implementation of the guidelines provided herein will be useful in steering CEMASTEIA for best communication practices which shall be adhered to at all levels of its operations.

Mrs. Jacinta L. Akatsa, HSC
Chief Executive Officer

Abbreviations and Acronyms

ADEA	Association for the Development of Education in Africa
AU	African Union
CEMASTE	Centre for Mathematics, Science and Technology Education in Africa
ICT	Information and Communication Technology
ICQN-MSE	Inter-Country Quality Node on Mathematics and Science Education
INSET	In-Service Education and Training
JICA	Japan International Cooperation Agency
KEMI	Kenya Education Management Institute
KNEC	Kenya National Examination Council
KEPSHA	Kenya Primary Schools Head-teachers Association
KESHA	Kenya Secondary School Heads Association
KICD	Kenya Institute of Curriculum Development
KISE	Kenya Institute of Special Education
KNUT	Kenya National Union of Teachers
KUPPET	Kenya Union of Post-Primary Education Teachers
MoE	Ministry of Education
MOU	Memorandum of Understanding
SMASE-AFRICA	Strengthening Mathematics and Science Education in Africa
ST&I	Science, Technology and Innovation
SWOT	Strengths, Weaknesses, Opportunities and Threats
TSC	Teachers Service Commission
QMS	Quality Management System

Definitions of Terms

In this policy unless otherwise indicated, the following terms shall be used in the following context:

Board of Governors: Officers appointed by the Ministry of Education to oversee the implementation of the Strategic Plan and other operations at CEMASTEА.

Internal communication: Exchange of information and messages between members of staff or departments across all levels or divisions of CEMASTEА.

External communication: The exchange of information and messages between CEMASTEА and organizations, groups, or individuals outside its formal structure.

Spokesperson: Someone engaged, elected or appointed to speak on behalf of CEMASTEА.

Collaborating institutions: Institutions with which CEMASTEА has entered formal agreements with.

Stakeholder: A person, group, or organization whose actions have a direct impact on CEMASTEА.

Media: Refers to the various means or channels used to communicate and disseminate information, news, entertainment, and other forms of content to a large audience.

Social media: Refers to online platforms and websites that enable users to create, share, and interact with content and connect with others.

Digital media: Digital media refers to electronic media that operate on digital codes and can be transmitted over the internet or computer networks. It encompasses a wide range of content types including text, audio, video, and multimedia formats that are created, distributed, and consumed digitally.

Mass media: refers to the various means of communication that reach and influence large numbers of people, typically including newspapers, magazines, radio, television, and the internet. These channels are used to disseminate information, news, entertainment, and advertising to a broad audience.

Organizational communication: This refers to communication that targets the whole organization.

Corporate events: Corporate events refer to gatherings or activities organized by businesses or corporations for various purposes,

Crisis Communication: Is an initiative which aims at protecting the reputation of the organization and maintaining its public image.

Service Charter: This is a binding document that outlines and displays the rights and responsibilities of service rendered to customers. It also indicates time frame and cost or fee charged if any. It informs and guides the customer on where and when to find a service. It gives a right to a customer to complain if aggrieved or compliment the organization if happy. This document serves both internal and external publics.

Protocol: A set of formal rules and guidelines governing interactions and communication processes within and outside the organization. Protocols ensure that all communications comply with organizational standards, promote clarity, and maintain consistency.

Editorial committee: A group of staff appointed by the CEO and are responsible for overseeing the creation, review, and approval of written content before it is published or distributed.

Data: Refers to facts, statistics or information collected for reference or analysis

Publics: Refers to groups of individuals who share common interests e.g. general publics, specific publics and audiences

CHAPTER ONE

1.0 Introduction

1.1 Organizational Background

The Centre for Mathematics, Science, and Technology Education in Africa (CEMASTEА) was established in 2004 as a public institution under the Ministry of Education. The Centre traces its history to the Strengthening the Mathematics and Science in Secondary Education (SMASSE) Project implemented jointly by the Government of Kenya through the Ministry of Education and Japan through the Japan International Cooperation Agency (JICA). The Centre collaborates and partners with other stakeholders such as; TSC, KICD, KISE, KEMI, KNEC, SMASE-Africa member countries, ADEA – Conference of Ministers for Education in Africa (COMEDAF), AU, development partners, Teachers Unions, Teachers, Parents and Students.

Mandate of the Centre: Develop capacity in STEM education, training and research

Vision Statement: An empowered, creative and innovative STEM society in Africa

Mission Statement: To continuously develop capacity in STEM education for sustainable development through training, research, innovation and partnerships with related ecosystems.

Core Values: In pursuit of our vision and mission, we shall be guided by: Excellence, Inclusivity, Innovation, Integrity, and Sustainable Impact

Our Motto: Innovation in STEM education

1.2 Communication Overview

The manner in which corporate communication is handled has changed globally, which suggests that effective interaction with all stakeholders is essential for an organization to survive and grow. The Kenya Government has put a lot of emphasis on communication, to boost transparency in an era where there is public scrutiny and public interest. Communication is therefore a dynamic process that requires ongoing attention and adaptation to meet the evolving needs of the organization and its stakeholders.

CEMASTEА recognizes that communication plays a crucial role in fostering a positive work environment, employee engagement, transparency and trust. Communication, ultimately contributes to the growth, success and achievement of the organization's mandate, and strengthen the brand and visibility.

In this regard, CEMASTEAs communication activities shall create and enhance communications, which will inform and educate, emphasizing on its strengths geared towards maintaining a good reputation with its stakeholders in order to achieve the Centre's mandate and strategic direction. It shall help in realizing a stable resource base, increase partnerships, linkages and collaborations, enhance governance and accountability, realize organizational effectiveness and efficiency and strengthen STEM education, training and research in Africa.

This policy document serves as a guide on all communication to CEMASTEAs internal and external customers. It shall guide on public participation, and how to integrate communication by stakeholders to support implementation of CEMASTEAs activities at all levels.

The policy sets out all the expected procedures for oral, digital media and written communication, which should be adhered to by CEMASTEAs.

1.3 Objectives of the Policy

The policy shall be guided by the following objectives:

1. **Enhance clear communication channels:** for both internal and external publics. This shall include oral, digital media and written communication.
2. **Enhance transparency and accessibility:** In line with Access to Information Act, 2016, the Centre shall ensure that all information regarding CEMASTEAs is transparent, accessible and inclusive to meet the needs of diverse stakeholders, including those with special needs and disabilities.
3. **Improve customer satisfaction:** The Centre shall aim to implement a structured feedback mechanism for all stakeholders to support the Centre's mandate and for continuous improvement.
4. **Expand interest:** in STEM Education, training and research in Africa.
5. **Strengthen:** internal communication unit at CEMASTEAs.

1.4 Purpose of the Policy

The purpose of this Policy is to ensure that communication across CEMASTEAs is consistent, well-coordinated, effectively managed and responsive to the diverse information needs of the public. It is aimed at fostering effective internal and external communication among CEMASTEAs staff and stakeholders. It is expected that this policy will enable the Centre work effectively to not only realize its vision and mission, but also its mandate.

1.5 Scope

This policy shall apply to all communication matters relating to CEMASTEAs Board of Governors, management, staff and its stakeholders. The policy comes into force upon approval by the Board of Governors.

1.6 Justification

In line with Article 35 of the Constitution of Kenya, 2010 and Access to Information Act, 2016, the policy shall provide guidance on communication matters within and outside CEMASTEAs. The communication policy shall mitigate reputational risk, create awareness of a specific type of threat, assess the magnitude of the outcome and specific behaviors to adopt or reduce the threat. Additionally, it shall enhance clear communication channels for both internal and external publics. Communication is transparent, accessible and inclusive. There shall be mechanisms for feedback to support the Centre's mandate and for continuous improvement.

1.7 Guiding Principles

This policy shall be guided by the following principles:

1.7.1 Proactivity: The what, when, by whom, how and why information and communication are anticipated. With good planning, the right information and communication can be developed and distributed in an appropriate manner at the right time. CEMASTEAs shall endeavour to address all needs of our stakeholders.

1.7.2 Transparency: CEMASTEAs recognizes that transparency strengthens confidence in the operations and is a prerequisite for new knowledge. The principle of public access to information and official records places demands on CEMASTEAs. CEMASTEAs must always observe the rights of internal and external interested parties to gain insight into the Centre's operations.

1.7.3 Effectiveness and efficiency: CEMASTEAs's communication shall meet the intended objectives in the most cost-effective way and within reasonable time. All communication shall be clear and unambiguous and must provide accurate information and be relevant from the recipient's perspective, but also adapted to the target group in terms of message, language and form of address.

1.7.4 Cultural awareness: CEMASTEAs's communication shall take cognizant of the cultural diversity of its audiences. CEMASTEAs must endeavour to adopt best practices in communication throughout.

1.7.5 Inclusivity: CEMASTEAs communication must ensure inclusion of all groups of stakeholders and shall be sensitive to gender, persons living with disability and other minority and vulnerable groups.

1.7.6 Coordination: All external and internal communications should, as far as possible, be planned and carried out in harmony and with a common focus. The roles and responsibilities of each stakeholder must be clearly defined.

CHAPTER TWO

2.0 Situational Analysis

2.1 Introduction

The Communication Policy was developed through a participatory process conducted on the Centre's operational environment. The situation analysis was conducted by reviewing the existing Communication Policy and Procedures, assessed the internal and external communication in CEMASTEIA, and established the Centre's social media presence.

2.2 Status of communication at CEMASTEIA

CEMASTEIA has a well-established communication infrastructure which encompasses both digital and traditional communication channels. Additionally, it has mapped out appropriate channels for its different audiences. CEMASTEIA embraces communication as a medium that is essential to achieving its mandate. The Centre therefore, effectively harnesses internal and external communication with its stakeholders in a structured documented communication policy.

2.3 Internal Environment

2.3.1 Organizational structure: CEMASTEIA is structured with multiple programmes, departments, and sections each with its own communication needs and styles. The current communication flow is hierarchical, with information often passing through several levels before reaching the intended audience.

2.3.2 Current communication channels: The organization primarily uses internal memos/ circulars/letters, social media platforms, e-mails, signage, documentaries, face to face, telephone calls, notice boards, e-newsletters, regular staff meetings, corporate communication, internal publications, internet, website and other approved means. There is also an intranet platform, that is consistent across departments.

- 2.3.3 Stakeholders feedback:** Surveys are at present required to suggest more interactive and engaging communication methods.

2.4 External Environment

- 2.4.1 Stakeholder expectations:** Stakeholders and partners, expect clear, timely, and professional communication. They value transparency and regular updates on projects and organizational changes.
- 2.4.2 Media relations:** The organization has established relationships with key media outlets, but there is room for improvement in proactive media engagement and crisis communication.
- 2.4.3 Current communication channels:** External communication rely mostly on digital, print and electronic media.

2.5 Technological Landscape

- 2.5.1 Digital tools:** The organization has access to various digital communication tools, including social media platforms, website, portal and messaging apps like WhatsApp. Guidelines of integration and utilization of these tools shall be developed.
- 2.5.2 Cyber security:** Ensuring the security of communication channels is crucial, especially with the increasing threat of cyber-attacks. The organization shall prioritize secure communication methods and regular training for employees on cybersecurity best practices.

2.6 Regulatory Environment

- 2.6.1 Compliance requirements:** Non-compliance to various communication-related regulations, can result in legal repercussions and damage to the organization's reputation. The organization shall therefore adhere to various communication-related regulations, including the Constitution of Kenya, Data protection laws and guidelines.
- 2.6.2 Confidentiality:** Maintaining the confidentiality of sensitive information is paramount. The organization have clear protocols for handling and sharing confidential information.

2.7 SWOT Analysis

Strengths: The different audiences have been mapped and appropriate channels for each have been identified. There is a positive public image, and strong media relationships.

Weaknesses: Currently, no survey has been conducted to establish stakeholders feedback on communication, hence limited interactive communication.

Opportunities: Key opportunities that exist for the Centre include; enhancing digital communication, improving employee engagement, proactive media relations and engagements, a translated communication policy to accommodate all publics including those with special needs and disabilities and an upgraded website that allows for more interactive functionalities (AI, Audio, chatbots, search optimization, accessibility in the website, braille, etc).

Threats: These include; Cyber security risks, regulatory non-compliance, potential for miscommunication and rapid technological changes hence the need to keeping up with the fast pace of technological advancements in communication tools continuous adaptation.

CHAPTER THREE

3.0 Communication Policy Statements

3.1 Data Protection

CEMASTEА is committed to safeguarding the privacy and security of all data handled in its communications. This policy mandates strict adherence to prescribed data protection laws of Kenya and best practices to ensure the confidentiality, integrity, and availability of sensitive information. Data privacy and Protection Policy shall guide the privacy of data as enshrined in the constitution under Article 31 of the constitution 2010 and also in the enactment of the data protection Act 2019.

3.1.1 Policy Statements:

3.1.1.1 All Employees (or ‘all persons engaged by CEMASTEА) must use secure communication channels for transmitting confidential data and follow the Data privacy and Protection Policy guidelines.

3.1.1.2 Access to sensitive data is restricted to authorized personnel only, and appropriate measures, including encryption and secure access protocols, must be implemented to prevent unauthorized access or breaches. Employees must not share login credentials or access rights with unauthorized individuals.

3.1.1.3 Personal data must be handled with care and only for the purposes for which it was collected. Unauthorized use or disclosure of personal data is strictly prohibited.

3.2 Internal Communication

Internal communication plays a critical role in: Building a culture of values that helps promote shared beliefs and norms; Enhancing collaboration and teamwork; Improving employee engagement; Improve performance and productivity; Maintaining feedback mechanisms and; Providing capacity building and training. All internal communication shall be formal and informal. Internal communication shall be transparent, providing employees with timely and accurate information about organizational changes, policies, and updates. The Centre shall manage informal communication to ensure that any information issued maintains uniformity.

3.2.1 Policy Statements:

3.2.1.1 The following shall be used as channels for internal communication:

1. **Email:** Shall be used for relaying information. Are restricted to the official Centre email domain. Staff shall observe protocol and use official languages which are English and Kiswahili.
2. **Memos:** Shall be used for top-down communication. Any person or entity raising memos must take cognizant of protocol issues across the organization. A register of memos shall be kept.
3. **Telephones:** Telephones shall be used during official working hours except for emergencies. Protocol shall be observed.
4. **Face to Face meetings/ workshops/ seminars:** These shall be held upon authorization by management. Protocol shall be observed. Minutes or reports shall be developed within one week after the activity.
5. **Online meetings/ workshops/ seminars/webinars:** These shall be held upon authorization by management. Protocol shall be observed. Platforms not limited to Zoom, Teams, Google Meet, WebEx, shall also be used. Minutes/reports shall be developed within one week after the activity.
6. **Letters:** Letters shall be sent on official letterhead that is kept up to date by the CEO. They can be sent in hard copy or soft copy.
7. **Format and Style:** To ensure consistency in language, tone, and structure, all official documents must adhere to the organization's standard writing guidelines, which include font, size, margins, and formatting. in accordance with the ISO 9001:2015 QMS.
8. **Forms:** Shall be created and updated as stipulated in control of documents procedure. Those generated internally, should be approved for circulation by the CEO and uniquely identifiable. These include but not limited to: Leave, Appraisal, Imprest, Exit, Clearance, Feedback, Labor requisition forms.
9. **Notice Boards:** Shall be used to display relevant, and updated information. They should be approved for display by the CEO.

10. **Reports:** Shall be in prescribed templates and shall be conveyed either in soft or hard copies.
11. **Social media:** Any social media account opened shall only be with express permission or authority from the management. The guidelines for managing and use of these accounts shall be developed under the Communication department work procedures. This shall include but not limited to: Facebook, Twitter, Short Message Services (SMS).
12. **Digital media:** The Centre shall use digital media for mass communication. This shall include but not limited to: Podcasts, E-publications, YouTube, Website.
13. **Website:** Shall be used to convey official approved organizational communication. It should be disability friendly. Uploading information on the website shall be as per the ICT procedures.
14. **E-Newsletter:** Shall be used for official approved organizational communication. It shall consolidate the main events and activities for the particular period, periodical briefs, news and events, among others. The Editorial committee shall be responsible for producing the organization's newsletter.
15. **Service Charter:** Shall serve both internal and external publics. It shall be displayed in areas within the organization that are visible and easily accessed by all stakeholders. To keep the stakeholders informed, regular updates will be shared through, social media, emails, newsletters, intranet posts etc.
16. **Corporate Events:** Shall be used for organizational communication. This shall include but not limited to: Exhibitions, Conferences, Launches, Team buildings, Trainings, Conducting meetings.
17. **Sign Language:** The organization is committed to ensuring that all communications are accessible to individuals who are visually and hearing impaired. The organization shall provide auxiliary aids and services to cater for the impaired, to facilitate effective communication. All employees, clients, and stakeholders shall have equal access to information and services, regardless of their impairment.
- 3.2.1.2 Crisis Communication:** In the event of a crisis, only the CEO is authorized to communicate with the publics. Depending on the nature of the crisis, the CEO may delegate. The risk management framework in the Communication strategy

shall be used to identify and categorize the various risks that the organization is exposed to and the level of responsibility for communication at every risk level.

3.2.1.3 Every Financial Year, management through the Corporate Communication department shall seek internal stakeholders' input on communication practices and make improvements based on the feedback.

3.3 External Communication

3.3.1 Policy Statements:

3.3.1.1 The Centre shall from time to time determine the appropriate media for communicating different information to external audiences. This shall include but not limited to the following channels of communications:

1. Print media: Newspapers Periodicals, Journals, Magazines, Circulars, Letters, Pamphlets, Brochures, Fliers and Posters.
2. Electronic media: These include but not limited to: Radio, TV, Internet, Emails, and Website.
3. Social media-Shall include social networks and Short Message Services (SMS).
4. Spoken word comprising of formal presentations in Conferences, Meetings, Seminars, Conventions, Workshops and Speeches.
5. Billboards and Publicity posts.
6. Press releases.
7. Other communication channels which include Exhibitions, Displays and Sponsorships.

3.3.1.2 All external communication shall be through and approved by the CEO prior to being released externally.

3.3.1.3 The Centre shall adhere to guidelines for media engagement and advertisement to ensure correct flow to and from the members of the public and other stakeholders.

3.3.1.4 All external communications must be consistent with the organization's brand and values, maintaining a professional tone and appearance. Standardized templates and guidelines will be used for emails, press releases, and other external communications to ensure uniformity. This includes: letters, reports, project materials, emails, signed MOU's.

3.3.1.5 Stakeholder Engagement: Regular updates will be provided to clients, partners, and other stakeholders through e-newsletters, social media, the website and portal. Feedback from external stakeholders will be sought after end of a financial year and used to improve communication strategies.

3.3.1.6 All incoming communication to the Centre shall be addressed to the CEO via the official contacts.

3.3.1.7 Business cards shall be issued to the Board of Governors, CEO, Directors and Deputy Directors. They shall be used as Centre's collateral.

CHAPTER FOUR

IMPLEMENTATION FRAMEWORK

4.1 Roles and Responsibilities

CEMASTEА shall ensure that the approved Communication Policy is implemented in line with the current Strategic Plan. The implementation of the policy shall be led by the Board of Governors to ensure achievement of the objectives and planned activities. The entire CEMASTEА fraternity shall be involved in the implementation of the policy with roles and responsibilities as outlined in the matrix below:

Implementer	Roles and Responsibilities
Board of Governors	Through its Chairperson, the Board will speak on behalf of CEMASTEА regarding policy and governance issues as stipulated in the Code of Governance for State Corporations (Mwongozo)
Chief Executive Officer (CEO)	The CEO, is the Spokesperson of CEMASTEА and has ultimate responsibility for all communication made by and on behalf of the Centre. This is as stipulated in the Access to Information ACT, 2016 which states that the Accounting Officer of a public entity shall be the main Access to Information Officer and may delegate the performance of his or her duties under this Act to any Officer of the public entity.
Management	<p>All Programme Coordinators, Heads of departments/ sections have a responsibility to establish effective communication systems and cascade relevant information to staff within their departments.</p> <p>They should ensure that all staff in their departments are aware of the contents of this Policy and adhere to its guidelines.</p> <p>Management will create a conducive environment in which staff are free to share ideas or concerns openly as per the CEMASTEА's Code of Ethics & Conduct.</p>

<p>Corporate Communications Department</p>	<p>The Head of Corporate Communications shall be responsible for the coordination of all communication activities at CEMASTEА.</p> <p>The Corporate Communications department will develop communication strategies to implement the policy while ensuring clear and open communication channels are maintained.</p> <p>Other key functions of the department shall include:</p> <ol style="list-style-type: none"> 1. Ensuring a positive image of the Authority among internal and external publics. 2. Brand and reputation management 3. Media relations 4. Crisis Emergency Risk (CER) Communications 5. Online content management 6. Event management 7. Stakeholder Engagement 8. Putting in place an effective internal Communications system. 9. Sensitization of members of staff on the policy
<p>Staff</p>	<p>All staff will be issued with a copy of this Policy document by the CEO's office.</p> <p>Members of staff shall participate actively in the communication process at CEMASTEА by providing feedback to the management for continuous improvement.</p> <p>They also have a responsibility of providing accurate information regarding programmes or processes to ensure efficiency and effectiveness and shall also take responsibility for sharing appropriate information.</p> <p>They are also expected to demonstrate the institutional standards in communication.</p>

4.2 Coordination

The provision of resources to implement the Communication policy will be provided by management. The Corporate Communications department will support the interpretation and integration of the policy in the Centre, including the communication strategy, reporting procedures, consolidate annual reports and ensure continuous improvement.

4.3 Review

This Policy will undergo review through a participatory process after every three (3) years or as need arises.

4.4 Monitoring and Evaluation

Monitoring will ensure that the policy's implementation plan is carried out effectively and performance outputs documented to enhance communication. CEMASTEIA through the Corporate Communication Department shall:

1. Identify performance indicators which shall be tracked to enhance implementation of the policy.
2. Develop strategies for monitoring and evaluation of the performance indicators.
3. Carry out annual assessments on the implementation to determine effectiveness of the policy and
4. Come up with the short-term, mid-term and long-term solutions based on outcomes of the evaluation reports.

4.5 Requirements for Implementation

Implementation of this policy will require the following:

1. Organization structure that clearly outlines the responsibility areas and the reporting lines
2. Provision of the necessary budget, equipment and tools required for effective and efficient communication including but not limited to internet and ICT infrastructure
3. Capacity building of all internal and external staff on communication skills;

4. Advocacy, effective dissemination of the Information Education and Communication (IEC) materials among CEMASTEAs publics
5. All records shall be kept in accordance with the ISO 9001:2015 QMS

4.6 References

This policy makes reference to the following publications: -

1. Constitution of Kenya 2010 (Article 35)
2. Access to Information Act 2016
3. Mwongozo: The Code of Conduct for State Corporations
4. Human Resource manual
5. CEMASTEAs Communication Strategy
6. CEMASTEAs Strategic Plan, 2023-2027

4.7 Approval and commencement

The policy shall take effect upon approval and adoption by the CEMASTEAs Board of Governors and signed by the CEO

This Communication Policy has been adopted and approved.

Signature:.....*Jacinta L. Akatsa*.....

Date:

Mrs. Jacinta L. Akatsa, HSC
CEO, CEMASTEAs



