



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

CEMASTE COMMUNICATION STRATEGY

(2023-2027)



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Centre for Mathematics, Science and Technology Education in Africa

P. O. Box 24214-00502 Karen, Nairobi, Kenya

Karen Road-Bogani Road Junction, Nairobi, Kenya

Telephone: +254-20-2044406/+254-706722697/+254-780797648

E-mail: ceo@cemastea.ac.ke

Website: <http://www.cemastea.ac.ke>

Facebook: Cemastea

X: @CemasteaKenya

YouTube: CEMASTEA Educational Channel

Portal: portal.cemastea.ac.ke

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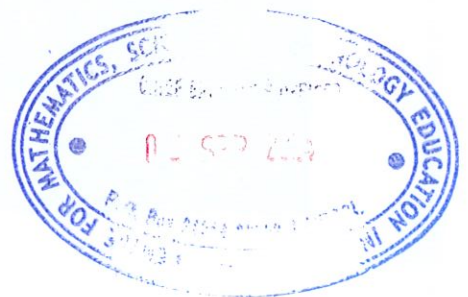
Such acts are contrary to the Laws of Kenya.

Approved for circulation



Mrs. Jacinta L. Akatsa, HSC

Chief Executive Officer



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Foreword



Communication is at the center of 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 the Centre for Mathematics, Science and Technology Education in Africa (CEMASTEА) 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 Strategy is to give guidelines on communication and channels which will allow real-time information flow to the Centre's internal and external publics. This will build longtime trust, respect and commitment. The strategy is based on the Centre's Strategic Plan 2023-2027 which lays great prominence on strengthening the centers corporate brand and visibility. The policy is based on the Centre's Strategic Plan 2023-2027 which lays great prominence on strengthening the Center's corporate brand and visibility.

Effective communication will provide all stakeholders with a clear understanding of their responsibilities and obligations. Consequently, the strategy 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 strategy document, it is my sincere hope that maximum communication standards and guidelines will be met, in our collective effort to truly transform CEMASTEА into a premier Science, Technology Engineering and Mathematics hub in the region.

The Board of Governors, management and staff commits themselves to the implementation of this Strategy for optimum contribution towards the achievement of the CEMASTEА's Vision and Mission.

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

Preface and Acknowledgement



This communication strategy is a comprehensive guide designed to strengthen our brand and visibility and enhance our internal and external communication processes. It outlines the guidelines, protocols, and best practices that will ensure our messages are clear, consistent, and impactful.

This Communication Strategy has benefited from valuable contributions by a wide range of stakeholders in the education sector, organizations and individuals. The development of this strategy was enabled by the professional, technical and material contributions from who are acknowledged and deserve special mention.

Special gratitude goes to the Ministry of Education's Communications staff for their invaluable input, indispensable expertise and wise counsel throughout the process. Appreciation also goes to the management for their financial support, strategic leadership and whose guidance cannot be gainsaid.

I would also like to express our gratitude to all CEMASTEAs members of staff who reviewed the drafts and those who participated in the various consultative meetings and workshops. I would however particularly single out for mention the Communication department who oversaw the entire strategy development.

Finally, we are indebted to the CEMASTEAs Board of Governors, under the able leadership of the Chairman, Dr. Pius K. Mutisya, OGW, who provided feedback and brought insights that have enriched the final product.

Mrs. Jacinta L. Akatsa, HSC

Chief Executive Officer

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Abbreviations and Acronyms

ADEA	Association for the Development of Education in Africa
AU	African Union
CEO	Chief Executive Officer
CEMASTEА	Centre for Mathematics, Science, Technology Education in Africa
CTCD	County Teacher Capacity Development
CTPD	Continuous Teacher Professional Development
CRI	Centre for Research and Technology
JICA	Japan International Cooperation Agency
KESSHA	Kenya Secondary School Heads Association
KEPSHA	Kenya Primary School Heads Association
KESSP	Kenya Education Sector Support Program
KICD	Kenya Institute of Curriculum Development
KISE	Kenya Institute of Special Education
KUPPET	Kenya Union of Post-Primary Education Teachers
MoE	Ministry of Education
STEMI	Science, Technology, Engineering, Mathematics and Innovation
SMASSE	Strengthening the Mathematics and Science in Secondary Education
SMASE-WECSA	SMASSE in Western, Eastern, Central and Southern Africa

Definition of terms

In this strategy 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, such as networking, team building, training, celebrating achievements, launching products, or conducting meetings.

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

Core Values: Fundamental beliefs, philosophies, principles and standards define CEMASTEAs character and guide the Centre's leaders' and workforce's decisions and actions.

Communication Plan: A detailed roadmap that outlines the approach, tactics, and actions necessary to deliver and measure the effectiveness of key messages and information to target audiences. It includes elements such as the objectives, indicators, baseline, target, data collection method, frequency and the responsible person.

Bloggers: Individuals who create and manage blogs/ websites, where they share their thoughts, ideas, experiences and expertise on various topics

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

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

CHAPTER ONE

SITUATIONAL ANALYSIS

1.1 Organizational Overview

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

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 Situation Analysis

The Communication Strategy was developed through a participatory process conducted on the Centre's operational environment. The situational analysis was conducted by reviewing the existing Communication Policy and Procedures, assessed the internal and external communication in CEMASTEА, and established the Centre's social media presence. The Strategy is guided by the Centre's Strategic Plan (2023-2027).

1.3 Status

CEMASTEА 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. CEMASTEА 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.

1.4 Internal Environment

- **Organizational Structure:** CEMASTEА 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.
- **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, staff meetings, corporate communication, publications, internet, website and other approved means.
- **Stakeholders Feedback:** Surveys are currently required to suggest more interactive and engaging communication methods.

1.5 External Environment

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

1.6 Technological Landscape

- **Digital Tools:** The organization has access to various digital communication tools, including social media platforms, website, portal and messaging apps like Whats App. A procedure of integration and utilization of these tools shall be developed.
- **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 cyber-security best practices.

1.7 Regulatory Environment

- **Compliance Requirements:** Non-compliance with 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.
- **Confidentiality:** Maintaining the confidentiality of sensitive information is paramount. The organization must have clear protocols for handling and sharing confidential information.

1.8 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 proactive media engagements, enhancing digital communication, improving employee engagement, proactive media relations, 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- (Audio, -Chatbots, AI, search optimization; Accessibility on the website; braille, Kenya Sign Language, PC.

Threats: Cybersecurity risks, regulatory non-compliance, bloggers, 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 TWO

COMMUNICATION STRATEGY

2.1 Introduction

In today's information-rich environment, a proactive approach to communication is essential. The rapid evolution of communication due to emerging technologies and the growing demand for transparency and public involvement in policy formulation necessitate the development and implementation of clear, effective, and adaptable communication strategies.

In this light, CEMASTEА considers communication crucial in achieving the Centre's goals and objectives as provided in the Strategic Plan. Therefore, the need to develop a proactive Communication Strategy that addresses the communication needs of the Centre's audiences in line with its mandate, functions, programs, and activities.

In this regard, this Communication Strategy aims to provide a framework to guide communication programs, enhancing the understanding of the Centre by various stakeholders. This is aligned with Article 35 of the Constitution of Kenya, 2010, and the Access to Information Act, 2016, which emphasize the right to access information.

A key objective in the Communication Strategy is to establish a strong CEMASTEА brand by ensuring all messages are recognizable and consistent. The Strategy also enhances message clarity by tailoring content to the audiences, to foster engagement through active listening, feedback, open-ended questions, promoting dialogue.

The Communication Strategy will be implemented through a coordinated and collaborative stakeholder engagement approach to cause the active involvement of key stakeholders in its programmes. The strategy will also guide the development of communication plans that address specific stakeholder needs.

2.2 Objectives of the Communication Strategy

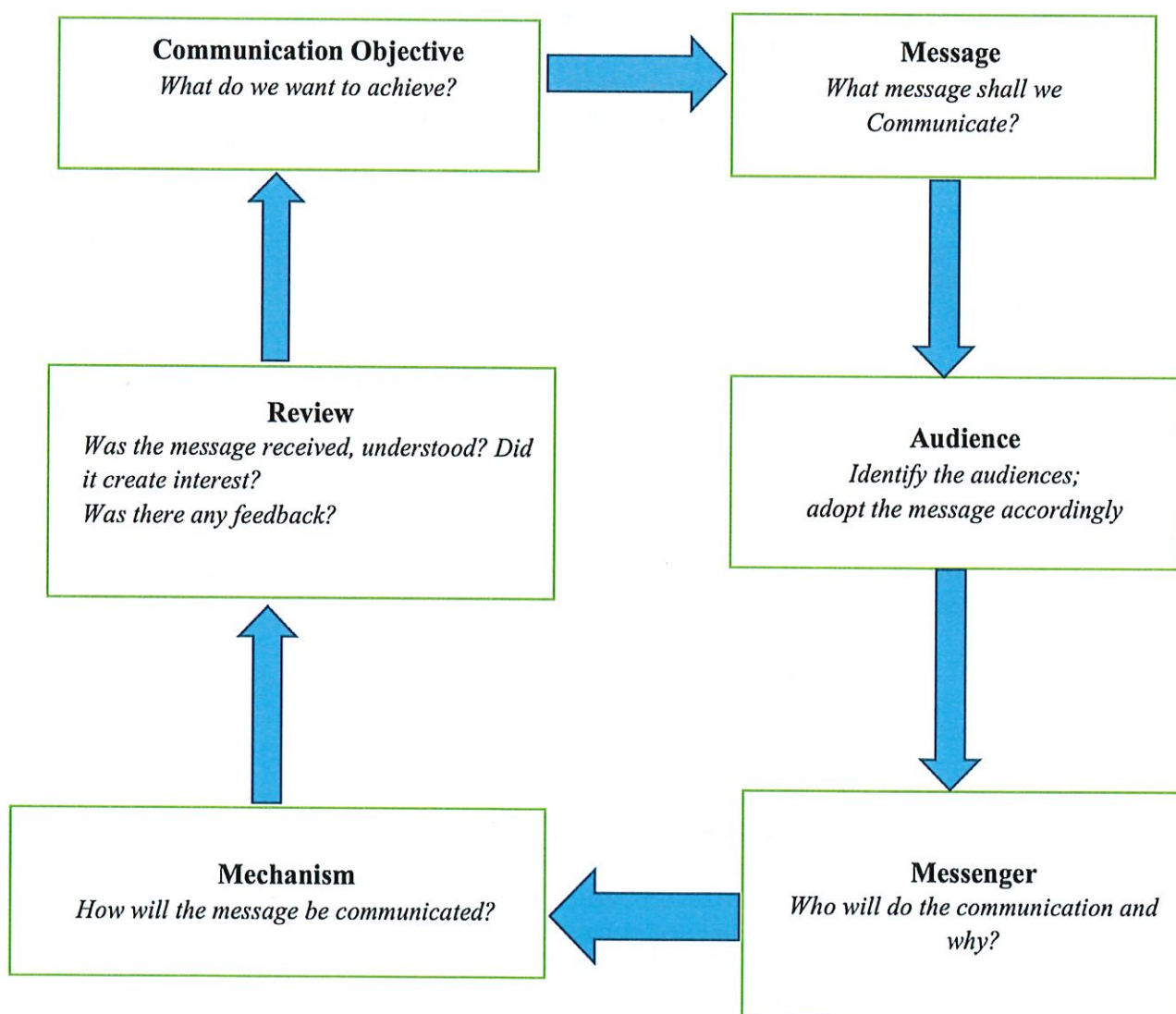
Strengthening the Centre's corporate brand is necessary to create visibility of the activities conducted by the Centre in STEM training and research programmes. This strategy shall be guided by the objectives in line with the communication policy. The activities, channels and outcomes to achieve them are as tabulated below:

Objectives	Activities	Channels	Outcomes
1. Enhance clear communication channels	<ul style="list-style-type: none"> • Implement this Communication Strategy • Develop and implement a brand guideline manual to promote the Centre's identity • Develop and Implement Social Media Guidelines • Develop internal newsletters quarterly • Utilize the digital and social media platforms effectively • Conduct communication skills training for staff 	<ul style="list-style-type: none"> • Email • Digital media platforms • Social media platforms • Meetings • Workshops 	<ul style="list-style-type: none"> • Increased engagement on digital platforms • Improved internal communication survey results
2. Enhance transparency and accessibility	<ul style="list-style-type: none"> • Regular updates of the website and social media platforms • Sensitize staff on the Access to Information Act, 2016 	<ul style="list-style-type: none"> • Website • Social Media Platforms • Email • Workshops • Meetings 	<ul style="list-style-type: none"> • Compliance with accessibility standards • Positive feedback reports from stakeholders
3. Improve customer Satisfaction	<ul style="list-style-type: none"> • Develop and Implement a Corporate, Social Responsibility (CSR) Policy • Regularly communicate improvements through Quarterly reports 	<ul style="list-style-type: none"> • Online Surveys, • Email, • Newsletters • Documentaries 	<ul style="list-style-type: none"> • Positive feedback reports from stakeholders
4. Expand Interest in STEM Education	<ul style="list-style-type: none"> • Collaborate with programmes in STEM Outreaches • Work with STEM Schools to document STEM activities • Launch STEM awareness campaigns on social media through the STEM Schools • Develop and update promotional materials to strengthen the brand image 	<ul style="list-style-type: none"> • Social Media Platforms Campaigns • Mainstream media • Outreaches • Email 	Increased Visibility Index

5. Strengthen Internal Communication Unit	<ul style="list-style-type: none"> • Provide professional development opportunities for communication staff • Conduct regular department meetings 	<ul style="list-style-type: none"> • Professional Development Workshops • Internal Meetings • Email 	Improved internal appraisal percentages
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2.3 Communications Flow Chart at CEMASTEА

All communications at CEMASTEА shall be undertaken as per the following flow chart:



2.4 Brand Communication Guide

With regards to corporate identity or image the following shall apply:

1. The Centre shall maintain a recognizable and consistent corporate identity throughout the offices, assets, publications and presentations.
2. Corporate identity is enhanced by the Logo, Letter head and Corporate colours.
3. The Centre shall use its seal on contracts and all other documents as required by the law.

2.5 Communication Tools

The Centre will use various tools to communicate to its audiences. The choice of tool will depend on: Type and content of messages to deliver, available resources, and the target audience. Different tools or a combination of several tools will be used to reach different audiences depending on their communication and information needs. The tools include:

- Newsletters
- Social media
- Documentaries
- IEC materials (brochures, fliers, posters)
- Press conferences
- Commentaries
- Press Statements
- Press Releases
- Media briefs
- Exhibitions
- Media talk shows-TV and Radio
- Website (emails, intranet)
- In house journals
- FY Communication status reports: The report will be made available during the last quarter of every financial year. It will be a SWOT analysis of the Communication its activities. This will inform review of the strategy

2.6 Communication Channels:

Channels are important since they help in delivering messages to the audience in an effective manner. The Centre will, therefore, apply appropriate channels depending on the specific message and particular audience. Some of the channels that will be used include:

- Print (newspaper, magazines, journals, newsletters)
- Television
- Radio (both national and regional)
- Website (email and intranet)
- Digital medial platforms (Face book, Twitter, YouTube)
- Meetings
- Online publications

2.7 Audiences

CEMASTEa has a diverse and broad audience with varying communication and information needs. Different communication messages and channels have been designed for the various audiences. Messages seek to communicate: What the Centre is doing; Why it is doing it; The difference it will make; Highlight positive developments at the Centre and Prompt specific action on the audience as tabulated:

INTERNAL

CATEGORY	DESCRIPTION	KEY MESSAGES ON	CHANNELS
Management	Leadership team responsible for strategic direction, team performance, and decision-making	<p>Leadership alignment: "We need to ensure our teams align with Centre's Mandate."</p> <p>Employee engagement: "Fostering an inclusive environment is key."</p> <p>Performance metrics: "Here are the latest performance metrics"</p>	<ul style="list-style-type: none"> · Internal memos · Policy documents · Written reports · Meetings · Notice boards · Letters · Emails · Telephone
Employees	All staff members across various levels and departments.	<p>Vision and goals: "We are all working together towards achievement of the CEMASTE'A's mandate"</p> <p>Performance and recognition: "Your hard work is recognized and appreciated."</p> <p>Updates and announcements: "Here are the latest updates on upcoming activities and changes."</p>	<p>Weekly Schedules</p> <ul style="list-style-type: none"> · Internal memos · Policy documents · Written reports · Meetings · Notice boards · Letters · Emails · Telephone · Newsletters

EXTERNAL			
CATEGORY	DESCRIPTION	KEY MESSAGES ON	CHANNELS
Ministry of Education National Government Media Regional Bodies Development Partners Unions	Regulatory bodies and government institutions that oversee and regulate industry practices.	<ul style="list-style-type: none"> - Compliance: "We are committed to adhering to all regulatory requirements." - Policy updates: "We keep up-to-date with the latest regulations." - Partnership: "We value our partnership with government agencies." - Reporting: "We provide regular reports and updates on compliance and performance." 	<ul style="list-style-type: none"> - Written letters - PC reports - Official reports - Meetings - Email - Regulatory filings - Government portals - Written reports - Seminars and workshops - Emails
	Implementation	Coordination Mobilization Prepare county budgets Quality assurance	
Regional bodies ADEA; AU; AUC; UNESCO- IICBA; SMASE- AFRICA		Policy Conferences Teacher capacity development Research Advocacy	<ul style="list-style-type: none"> - Policy papers - Conferences, seminars and workshops - Written letters of agreement - Email - Reports
Development partners JICA; MASHAV; AGA KHAN UNIVERSITY; IBM;	Organizations or entities that collaborate with the company to achieve mutual goals.	Collaboration opportunities: "Here's how we can work together on upcoming projects." - Value proposition: "Our collaboration brings these unique benefits." - Success stories: "Together, we have achieved significant milestones."	Proposals MOU Written reports Meetings, Seminars, workshops, webinars Written letters Emails Telephone calls

Suppliers	Companies or individuals that provide goods or services necessary for the organization's operations.	<ul style="list-style-type: none"> - Partnership: "We value our relationship and look forward to continued collaboration." - Quality standards: "Adhering to high-quality standards is crucial for our success." - Timely delivery: "Ensuring timely delivery is key to our operations." - Updates and feedback: "Regular updates and feedback are important for improvement." 	<ul style="list-style-type: none"> - Proposals - MOU - Written reports - Meetings, Seminars, workshops, webinars - Written letters - Emails - Reports - Contract documents
Media	Journalists, bloggers, and news outlets that report on the organization's activities and influence public perception	<ul style="list-style-type: none"> - Newsworthy updates: "Here are the latest developments and stories from our organization." - Transparency: "We are committed to openness and transparency." - Expert insights: "Our experts are available for commentary on industry trends." - Event invitations: "We invite you to cover our upcoming events and initiatives." 	<ul style="list-style-type: none"> - Press releases - Media briefings - Email - Social media - Media events and press conferences
Other Government MDAS KSG; DPSM; Ministry of Planning; Ministry of Public Works; Ministry of	Regulatory bodies and institutions that oversee and regulate industry practices.	<ul style="list-style-type: none"> - Compliance: "We are committed to adhering to all regulatory requirements." - Policy updates: "We keep up-to-date with the latest regulations." - Partnership: "We value our partnership with government agencies." - Reporting: "We provide regular reports and updates on compliance and performance." 	<ul style="list-style-type: none"> Telephone Emails Written letters Permits BQS Certificate of occupation Medical certificate Official reports Meetings - Email - Regulatory filings - Government portals

Technical Teachers Training Colleges	Kilimambogo Iregi	Teacher Capacity development Conference meetings	Minutes Certificates Written reports Emails Written letters Proposals MOU
Online Audience	Digital and Social Media	Publicity and Visibility	Tweets Posts You Tube Videos
Physical facility; Principal learners	Venue for capacity Building development Actualization of lessons Conducting research Disbursement of funds	Cheques Letters Emails	Schools
TSC; ICPAK; IHRM; KISM; NACOSTI, PRSK	Capacity development	Telephone calls	Professional bodies

CHAPTER THREE

IMPLEMENTATION

3.1 Introduction

Chapter three is a description of the structure for implementation and coordination of the STEM strategy. It is organized and details the implementation strategies, funds, resources and the implementation matrix.

3.2 Implementation Strategies

In order to ensure that the intended messages reach CEMASTEAs audiences, the Centre will put in place identified implementation strategies, which are:

- **Content Creation:** The Centre shall develop compelling content tailored to different audiences.
- **Engagement:** It shall use interactive methods like social media campaigns and webinars to engage with audiences.
- **Monitoring and Evaluation:** CEMASTEAs shall track the effectiveness of communication efforts and adjust strategies as needed.
- **Feedback Mechanisms:** The Centre shall incorporate feedback from stakeholders to improve communication efforts.
- **Regional Mapping and Champions:** CEMASTEAs shall map out and identify its communications champions from across all the eight regions of Kenya
- **Protocol Officers:** The Centre shall pick out staff who will have the mandate with carrying out all protocol-related activities, especially when hosting high-profile events/ forums.

3.3 Resources

For effective implementation of the Communication Strategy, adequate funding will be required. As per the Strategic Plan (2023-2027), the budget and the strategy implementation timelines are as outlined in the implementation and cost matrix below:

Implementation and Cost Matrix

Strategy	Key activities	Expected outputs	Output Indicator	Target for 5 years	Target					Budget (Kshs. Mn.)					Responsibility*	
					Y1 23/ 24	Y2 24/ 25	Y3 25/ 26	Y4 26/ 27	Y5 27/ 28	Y1 23/ 24	Y2 24/ 25	Y3 25/ 26	Y4 26/ 27	Y5 27/ 28	Lead	Support
S2.: Strengthening the Center's corporate brand and visibility	1. Develop and implement a brand guideline manual to promote the Centre's identity	Brand guideline manual developed and implemented	Number of approved brand guideline manual	1	0	1	0	0	0	0	2.0	0	0	0	Corporate Communication Dept.	CEO Management
		Implementation reports on the documented	Number of reports on the implementation	5	1	1	1	1	1	0.2	0.2	0.2	0.2	0.2	Corporate Communication Dept.	CEO Management

<p>3. Production of print publications to enhance the visibility of the Centre's activities</p>	Enhanced visibility through print publications	Number of print publications	5	1	1	1	1	1	1	1	1	1.2	1.32	1.45	1.6	1.7	Corporate Communication Dept.	CEO

	4.	Production of electronic publications to enhance the visibility of the Centre's activities	Enhanced visibility through electronic publications	Number of electronic publications	5	1	1	1	1	1	1	1	3.36	3.72	4	4.4	4.8	Corporate Communication Dept.	CEO Heads of Departments.
	5.	Engage external media in publicity of the	Enhanced visibility of the Centre's activities	Number of external media appearances	5	1	1	1	1	1	1	1	0.2	0.22	0.24	0.28	0.3	Corporate Communication Dept.	CEO Management

[illegible]

7.	Develop and Implement a Corporate , Social Responsibility (CSR) Policy	CSR policy implemented	Number of approved CSR policies	1	1	0	0	0	0	0	0	1.5	0	0	0	0	0	Corporate Communication Dept.	CEO & Management
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CHAPTER FOUR

CRISIS COMMUNICATION

4.1 Introduction

Crisis communication refers to the actions an organization takes to protect itself when facing a negative challenge to its reputation. If the organization does not emphasize how to protect its reputation, then it can suffer a long-time reputational risk.

Reputational risk refers to the potential for negative public perception or loss of stakeholders' trust, which can affect an organization's ability to maintain and grow its business.

CEMASTEА shall have technologies, systems and protocols that will enable effective communication during a major threat to its reputation as stipulated in this communication strategy.

The objectives of crisis communication are to:

1. Mitigate reputational risk
2. Raise awareness of a specific type of threat
3. Assess the magnitude of the outcome and specific behaviors to adopt to reduce the threat.

CEMASTEА shall mitigate reputational risk and the Centre's key implementers sensitized on the aspects tabulated below:

Before Crisis	During the Crisis	After the Crisis
<p>Readiness</p> <p>Refers to the preparation and planning done before a crisis occurs. This includes training the crisis communication team, conducting simulations or drills, and developing crisis communication plans. For example, CEMASTEAs shall train its employees on how to respond to a data breach, including the steps to take, key messages to communicate, the roles and responsibilities of each team member.</p> <p>Coordinate: This creates a rank or a point with team members allowing them to harmoniously work with ease as they execute roles when there is a crisis in communication.</p> <p>Consider: This is when the leader carefully</p>	<p>The spokesperson needs to exhibit:</p> <p>Composure Spokesperson should remain composed and avoid displaying panic or uncertainty. Composure helps instill confidence in stakeholders and portrays the CEMASTEAs as capable of managing the crisis</p> <p>Respect</p> <p>Respect involves treating all stakeholders with dignity and consideration, acknowledging the concerns, emotions, and needs of the publics and stakeholders affected by the crisis. When the Centre demonstrates respect, this then builds trust and fosters positive relationships with stakeholders and media which is the main player at large.</p>	<p>Reforms</p> <p>This refers to learning from the crisis and making improvements to policies, procedures, or practices and also communicating CEMASTEAs commitment that demonstrates a proactive approach to addressing the root causes of the crisis.</p> <p>Composure Spokesperson should remain composed and avoid displaying panic or uncertainty. Composure helps instill confidence in stakeholders and portrays the CEMASTEAs as capable of managing the crisis</p>

<p>thinks out before making a decision to avoid confusion.</p>	<p>Regret</p> <p>Expressing regret helps to humanize the Centre and show that it takes responsibility for its actions or the situation</p> <p>Communicate</p> <p>Share information or exchange information regarding the crisis at hand, this helps in factual decision making in real time.</p> <p>Response</p> <p>Involves the immediate actions taken during a crisis to address the situation and communicate with stakeholders. This includes providing timely and accurate information, managing media inquiries, and coordinating internal and external communication efforts.</p>	<p>Build trust: Trust is the foundation of the Centre. It is characterized by honesty, commitment and respect. When trust is broken it makes the stakeholders, clients, and general public feel betrayed.</p> <p>Recovery involves the actions taken to restore normalcy and rebuild CEMASTEAs reputation after a crisis. Examples: evaluating the effectiveness of the crisis response, implementing corrective measures, communicating the steps taken to prevent similar crises in the future, sharing lessons learned from the incident.</p> <p>Reassurance</p> <p>Focuses on maintaining trust and confidence in the Centre during and after a crisis.</p> <p>This involves transparent and empathetic communication to address concerns,</p>
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	<p>Reassurance</p> <p>Focuses on maintaining trust and confidence in the Centre during and after a crisis. This involves transparent and empathetic communication to address concerns, provide support, and demonstrate a commitment to resolving the crisis. Example: providing channels for customer feedback and support.</p>	<p>provide support, and demonstrate a commitment to resolving the crisis.</p> <p>Example: providing channels for customer feedback and support.</p>
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4.2 Key Performance Indicators in Crisis Communication:

The performance indicators are critical in helping CEMASTEА to evaluate the effectiveness of their crisis communication strategies and make improvement where possible and they are follows:

1. **Reputation Management:** KPIs related to reputation management may include changes in public perception, brand sentiment analysis, media coverage analysis, and stakeholder feedback.
2. **Respond in Real Time:** This refers to time used on responding to issues to avoid further or serious damage or to avoid reputation decline. This may refer to time used on responding to issues to avoid further or serious damage and save reputation decline. It may also include measuring the time taken to issue or respond to public statements, on social media response time, and the speed of addressing stakeholder concerns.
3. **Message Reach and Engagement:** KPIs related to message reach and engagement may include social media metrics (such as likes, shares, and comments), website traffic, media coverage, and the number of stakeholders reached through various communication channels.
4. **Stakeholder Perception and Trust:** Monitoring changes in stakeholder trust levels, satisfaction, and perception of the Centre's transparency and authenticity can provide insights into the effectiveness of the communication strategy. KPIs related to stakeholder perception and trust may include surveys, focus groups, sentiment analysis, and feedback from key stakeholders.
5. **Bloggers:** These are people who write regularly on topical issues or give commentary on current affairs. Their contribution cannot be ignored but can be confirmed and in the event the centre find their commentary to be misleading or false, it shall be prudent to issue a disclaimer on the same.

CHAPTER FIVE

MONITORING AND EVALUATION

5.1 Introduction

This will be an exercise to provide platform for evaluation and feedback for the purposes of implementation, where detailed report of the strategy will be availed for the purpose of validation. After monitoring and evaluation an implementation plan shall be carried out effectively and performance outputs documented to enhance learning. Monitoring Evaluation will document the performance outcomes of each strategy and corresponding activities. Regular monitoring and evaluation will be undertaken to gauge how key publics receive and perceive the Centre.

5.2 Monitoring

5.2.1 Methods

The following methods are to be used to monitor the strategy:

1. Regular Reporting:
 - **Monthly Reports:** preparation of monthly reports on their respective areas.
 - **Quarterly Reports:** compilation of quarterly reports incorporating updates from all areas.
2. Feedback Collection:
 - Conduct surveys and feedback mechanism with stakeholders bi-annually to gauge the impact of the branding and visibility efforts.
 - Utilize feedback forms during CSR activities to measure community engagement and satisfaction.
3. Performance Review Meetings:
 - **Monthly Review:** Hold monthly review meetings to discuss progress and address any challenges.
 - **Quarterly Review:** Conduct comprehensive quarterly reviews to evaluate the effectiveness of strategies and make necessary adjustments

By systematically monitoring and evaluating these actions, CEMASTEА can ensure that the objectives of improving organizational visibility are met effectively.

5.2.2 Strategies

The following strategies as outlined in the Strategic Plan 2023 - 2027 shall be monitored as tabulated in the plan:

1. Develop and Implement a Brand Guideline Manual to promote the Centre's identity.
2. Develop and update promotional materials to strengthen the brand image.
3. Production of print publications to enhance the visibility of the Centre's activities.
4. Production of electronic publications to enhance the visibility of the Centre's activities.
5. Engage external media in publicity of the Centre's activities.
6. Publicize Centre's activities through digital media platforms.
7. Develop and implement a Corporate Social Responsibility (CSR) Policy.

Objectives	Indicators	Baseline	Target	Data Collection Method	Frequency	Responsible Person
Develop and Implement a Brand Guideline Manual	Developed and Implemented brand guideline manual	No brand guidelines	Brand guideline manual completed and implemented	Document review	One-time	Head, Corporate Communications
Develop and Update Promotional Materials	Number of promotional materials updated/developed	Outdated/inconsistent materials	All promotional materials updated annually	Review of promotional materials	Annually	Head, Corporate Communications
Production of Print Publications	Number of print publications produced	Limited print publications	Quarterly print publications	Publication records	Quarterly	Head, Corporate Communications
Production of Electronic Publications	Number of electronic publications produced	Limited electronic publications	Monthly electronic publications	Publication records	Monthly	Head, Corporate Communications
Engage External Media in Publicity of the Centre	Number of media engagements and coverage	Limited media engagement	Quarterly media engagements and coverage	Media coverage records	Quarterly	Head, Corporate Communications
Publicize Centre's Activities through Digital Media Platforms	Increase in digital media engagement (likes, shares, comments)	Current engagement levels	20% increase in engagement annually	Social media analytics	Monthly	Head, Corporate Communications
	Increase in social media followers	Current follower count	20% increase in followers annually	Social media analytics	Monthly	Head, Corporate Communications

	Website updates (news, events, achievements)	Infrequent updates	Weekly updates	Website review	Weekly	Head, Corporate Communications
Develop and Implement a Corporate Social Responsibility (CSR) Policy	Completed CSR policy and number of CSR activities conducted	No formal CSR policy	CSR policy developed and bi- annual CSR activities conducted	Document review and CSR activity records	One-time and Bi-annually	Head, Corporate Communications
	Number of CSR activities conducted	Infrequent CSR activities	Quarterly CSR activities	CSR activity records	Quarterly	Head, Corporate Communications
	Stakeholder engagement levels	Low engagement	High stakeholder engagement	Surveys, feedback forms	Bi-annually	Head, Corporate Communications

5.3 Evaluation

Key components to evaluate the strategy shall be:

1. **Data Collection:** Gathering data through specified methods (e.g., surveys, analytics).
2. **Metrics Analysis:** Track website traffic, social media engagement, newsletter open rates, and participation in events.
3. **Feedback:** Collect feedback through surveys and direct communication with stakeholders.
4. **Impact Assessment:** Assess how communication efforts contribute to CEMASTEА's overall goals.
5. **Reporting:** Documenting the findings and sharing insights with relevant stakeholders.

5.4 References

This Strategy 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. CEMASTEА Communication Strategy
5. CEMASTEА Strategic Plan 2023-2027

5.5 Approval and commencement

The Strategy shall take effect upon approval and adoption by the CEMASTEА Board of Governors and signed by the CEO

This Communication Strategy has been adopted and approved.

Signature:.....



Date:

Mrs. Jacinta L. Akatsa, HSC

CEO, CEMASTEА

