THE NATIONAL POLICE SERVICE

COMMUNICATION STRATEGY

National Police Service Headquarters, Nairobi

Vision
A dignified world class Police Service

Mission
To provide professional police service through community partnership and upholding rule of law for a safe and secure society

Motto
Service with dignity

Core Values
- Justice
- Integrity
- Equity
- Participation
- Accountability
- Openness
- Civility

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ACRONYMS

AMWIK	Association of Media Women in Kenya
APS	Administration Police Service
AISEC	International Association of Students in Economic and Commercial Sciences
CAJ	Commission on Administrative Justice
CCD	Corporate Communication Directorate
CCT	Communication Coordination Team
CSOs	Civil Society Organisations
DCI	Directorate of Criminal Investigations
DIG	Deputy Inspector General
DPs	Development Partners
EACC	Ethics and Anti-Corruption Commission
FDI	Foreign Direct Investment
IAU	Internal Affairs Unit
ICT	Information, Communication Technology
IEC	Information, Education and Communication
IG	Inspector General of Police
IPOA	Independent Policing Oversight Authority
KAWP	Kenya Association of Women in Policing
KEPSA	Kenya Private Sector Alliance
KPS	Kenya Police Service
LSK	Law Society of Kenya
MDGs	Millennium Development Goals
MOA	Memorandum of Agreement
NGEC	National Gender and Equality Commission
NPS	National Police Service
NPSC	National Police Service Commission
NTSA	National Transport and Safety Authority
OCPD	Officer Commanding Police Division
OIG	Office of the Inspector General
PRSK	Public Relations Society of Kenya
PSA	Public Service Announcement
SWOT	Strengths, Weaknesses, Opportunities & Threats
SAGAs	Semi Autonomous Government Agencies
SMS	Short Messaging Service
SSO	Service Standing Orders
TJRC	Truth Justice & Reconciliation Commission
TI	Transparency International
UN	United Nations
UNODC	United Nations Office on Drugs and Crime

A WORD FROM THE INSPECTOR GENERAL

The National Police Service is an institution whose vision is to provide world class policing services. This function is not only critical to the public for the purposes of their safety, but also to the Nation for growth and prosperity. The NPS is fully aware of this cardinal responsibility and has put in place several strategies to facilitate an environment which is both progressive and ideal for the public.

Under the Police Reform Agenda, the Service continues to make major administrative and operational changes which are aimed at positively transforming the Service particularly in relation to service delivery. The thousands of men and women in the Service need to provide round-the-clock services which resonate with the aspirations of Kenyans from all walks of life. To achieve this, strategic reform platforms are in place to address key thematic areas of service delivery and performance improvement.

This strategy will enhance collaboration between the public and police for effective policing.

In any aspect of service delivery, communication is a key component both to the institution and the service recipients. Over the years, the Police has been viewed as an organisation which is not only closed to the public, but which is also indifferent. Though historical factors could have informed public perception, lack of clear understanding of the Service has reinforced this position. However, I am pleased that the situation is progressively changing.

The National Police Service has now taken a deliberate step to serve the public better and more importantly to compliment this service with a robust communication strategy. Besides providing multiple communication avenues, the strategy will also help in making relevant and timely Communication. This therefore transforms the Service to a more professional organisation and enables effective communication with its publics.

NPS staff will, through this communication strategy, find it easier and more desirable to interact with the public since emphasis has been placed on communication that endears the Service to the public. Further, besides providing information the strategy will make the public understand and appreciate the NPS more and reinforce the desire for a genuine police-public partnership.

I urge the public to view police officers as their pillar to prosperity, and police officers to treat the public as an important resource to efficiency and effectiveness in service delivery. Both the public and the police have an opportunity to add value to this strategy, directly or indirectly, as the need may be.

Finally, this communication strategy will be implemented on the premise of flexibility and the understanding that a successful strategy is made better by its ability to change, to accommodate and respond.

DAVID M. KIMAIYO, MGH, CBS

ACKNOWLEDGEMENT

The development and production of this communication strategy could not have been realised were it not for the dedication and unwavering commitment of the Technical Working Group. The team comprised officers drawn from the Kenya Police Service, Administration Police Service, Directorate of Criminal Investigations, Ministry of Information, Communication and Technology and the United Nations Office on Drugs and Crime (UNODC).

Indeed special gratitude goes to UNODC for providing technical assistance and financial support throughout the project.

Before finalisation, the communication strategy was subjected to stakeholder validation. The stakeholders played a key role in critiquing the document and adding valuable input to make it a more balanced police–public oriented strategy. In this regard, NPS acknowledges this invaluable participation individually and collectively and registers its appreciation in the most profound ways possible.

As a Service we acknowledge that when we get it right it will not be as a result of the brilliance of our planning and ideas but as a result of the support and goodwill we will have received from partners.

To us, this remains an enduring fact.

Thank you all.

Chapter 1: **Introduction**

1.1 The National Police Service

The creation of the National Police Service is provided for by the Constitution, the National Police Service Act 2011 and the National Police Service Commission Act 2011.

In accordance with the provisions, the National Police Service consists of:
1. The Kenya Police Service
2. The Administration Police Service
3. The Directorate of Criminal Investigation

The National Police Service is under the independent command of the Inspector General.

The Kenya Police Service and the Administration Police Service are each headed by a Deputy Inspector General. Under the National Police Service Act 2011, the Directorate of Criminal Investigation is established. The Director of Criminal Investigation is responsible to the Inspector General.

1.2 Objects and Functions of the National Police Service

According to Article 244 of the Constitution, the NPS shall:
- Strive for the highest standards of professionalism and discipline among its members
- Prevent corruption and promote and practice transparency and accountability
- Comply with constitution standards of human rights and fundamental freedoms
- Train staff to the highest possible standards of:
    - i. Competence
    - ii. Integrity
    - iii. Respect for human rights
    - iv. Fundamental freedoms and dignity
- Foster and promote relationships with the broader society

1.2.1 Functions of the Kenya Police Service

As outlined in Part III, section 24 of the National Police Service Act, the functions of the Kenya Police are:
- Provide assistance to the public when in need
- Maintenance of law and order
- Preservation of peace
- Protection of life and property
- Investigation of crimes
- Collection of criminal intelligence
- Prevention and deduction of crime
- Apprehension of offenders
- Enforcement of laws and regulations with which it is charged
- Performance of any other duties as may be assigned by the Inspector General in accordance with the law

01 Strive for Professionalism and Discipline

02 Promote Transparency and Accountability

03 Comply with Human Rights and Fundamental freedoms

04 Train staff on competence and integrity

05 Foster and promote cohesion

1.2.2 Functions of the Administration Police Service

As outlined in Part IV, section 27 of the National Police Service Act, 2011, the functions of the Administrative Police Service are:

- Provide assistance to the public when in need
- Maintain law and order
- Preserve peace
- Protect life and property
- Provide border control and border security
- Provide specialised stock theft prevention services
- Protection of government property, vital installations and strategic point as may be directed by the Inspector General
- Coordinating and complementing Government agencies in conflict management and peace building
- Apprehension of offenders
- Performance of any other duties as may be assigned by the
- Inspector General in accordance with the law

1.2.3 Functions of the Directorate of Criminal Investigations

Under the direction, command and control of the Inspector General, the Directorate of Criminal Investigations:

- Collects and provides criminal intelligence
- Undertakes investigations on serious crimes including homicides, narcotics, money laundering and economic crimes
- Maintains law and order
- Detects and prevents crime
- Apprehends offenders
- Maintains criminal records
- Coordinates country Interpol Affairs
- Carries out investigation of matters that may be

1.2.4 National Police Service Ranks

1. Inspector General	6. Senior Superintendent	11. Senior Sergeant
2. Deputy Inspector General	7. Superintendent	12. Sergent
3. Senior Assistant Inspector General	8. Assistant Superintendent	13. Corporal
4. Assistant Inspector General	9. Chief Inspector	14. Constable
5. Commissioner of Police	10. Inspector	

Police officers during an event to mark the International Women's Day

1.2.5 Priority Areas

The National Police Service Strategic Plan (2013-2017) identifies the following priority areas and strategic objectives:

- Implementation of reforms in the Service
- Strengthening of policy regime
- Development of physical facilities
- Application of ICT in policing work
- Improvement of staff welfare - housing, salaries and allowances
- Capacity building and enhancement of officers
- Research and development in crime areas
- Changing the police image & culture

1.2.6 Strategic Objectives for the Office of the Inspector General

- Provide strategic leadership in the command structure and system for efficient administration of the Service
- Facilitate and coordinate implementation of all policies, regulations & guidelines affecting the NPS
- Guide implementation of Police Reforms in accordance with the laid down legislative regime
- Undertake establishment of linkages with strategic partners and international police agencies
- Facilitate modernisation of the Service
- Strengthen institutional capacity for effective service delivery
- Change police image & culture

1.2.7 Internal Affairs Unit

The Internal Affairs Unit (IAU) of the National Police Service is established under Section 87 of the National Police Service Act.

The unit, as provided for in the Act, receives and investigate complaints against the police; promotes uniform standards of discipline and good order in the service and keeps records of the facts of complaints or investigations made.

The focus for the Internal Affairs Unit is to provide Kenyans with an independent and impartial forum for the investigation and timely resolution of police misconduct. This can be filed against officers by civilians or by police against fellow officers.

The independence of the Internal Affairs Unit is provided for under Section 87(10) of the NPS Act. Subject to investigations by the Internal Affairs Unit arising from police misconduct or lodged complaints, the Unit may recommend the following disciplinary action to the National Police Service Commission:

- The interdiction of an officer
- The suspension of an officer
- Severe reprimand
- Reprimand to control:
    - i. Pay
    - ii. Allowances or
    - iii. Conditions of service of an officer
- Any other lawful action

The Internal Affairs Unit offices are located on the Ground Floor of the West wing of Jogoo House Block "A" Nairobi.

1.2.8 Ways of Instituting Complaints against Police

The Internal Affairs Unit investigates police misconduct upon complaints filed by:

- Member(s) of the public
- Members of the National Police Service or
- At the direction of a senior officer
- On its own initiative
- On the direction of the Inspector General
- At the request of the Independent Policing Oversight Authority

Organisation & Command Structure of the National Police Service

Office of the Inspector General

- **Kenya Police Service**
- **Directorate of Criminal Investigations**
- **Internal Affairs Unit**
- **Administration Police Service**

County Commands — **Formations Units or Components**

County Commands — **Formations Units or Components**

County Offices

County Commands — **Formations Units or Components**
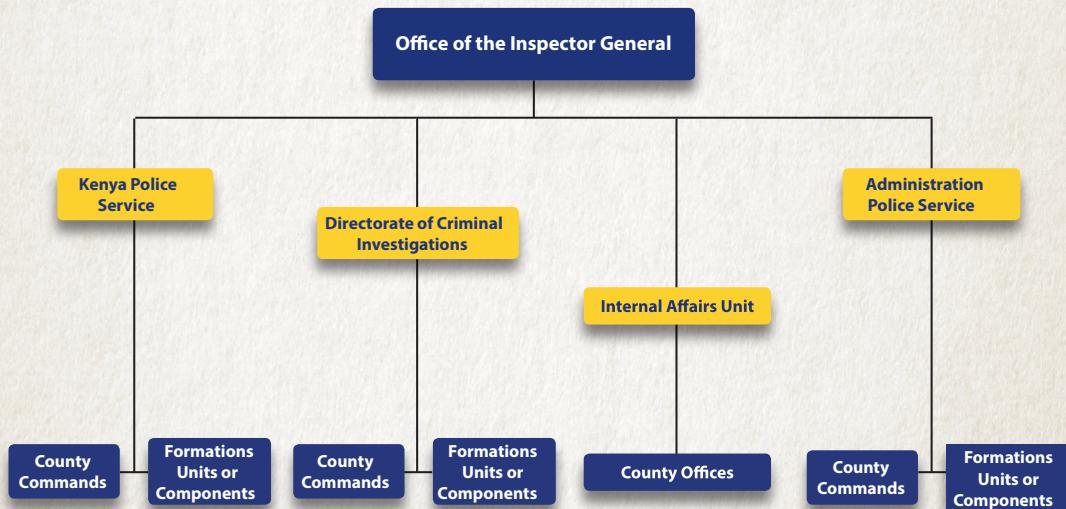
Chapter 2: **Situation Analysis**

2.1 Background

Since the era of colonialism, Kenya and its various institutions have undergone transitions influenced mainly by the prevalent social environment and administration of the day. These shifts have impacted on institutional performance and public perceptions as the institutions strive to contextualise their operations to fit into the demands of the time and environment. Some public perceptions - both positive and negative - have lingered on, sometimes even long after the institutional transformation.

The Police Service has been no exception. Its journey through colonialism, formative post-independence period, one-party and multi-party eras and in the current devolved system has nurtured various public images many of them negative.

The National Police Service realises that success of its mandate will be influenced by its public image. It also acknowledges that the level of public engagement through communication will determine its success. Appreciation of this reality informed the decision to develop a communication strategy to guide image building and enhance stakeholder engagement.

2.1.1 Negative Public Image

Despite conscious and vigorous efforts by the police to shed negative public image, these perceptions have prevailed, sometimes backed by reports from various commissions. For instance, the Truth, Justice and Reconciliation Commission (TJRC) report covering the period from Kenya's independence in 1963 to 2008, revealed that the police have been the main perpetrators of human rights violations including massacres, disappearances, torture and sexual violence.

This reinforces general public perception of the police as unapproachable, closed, poor communicators, corrupt and inept. While this could have been the case judged within specific historical contexts, there have been deliberate significant changes in the police in the recent past, which are intended to modify public perceptions positively.

However, since the public and stakeholders are not sufficiently informed about these fundamental changes, some of which are beginning to take effect, their negative perceptions have persisted. The peaceful 2013 General Elections for instance, exemplifies improved policing that should reflect the police positively. Nonetheless, the negative perceptions persist due to failure to build on successes as a key selling point to the public.

As a result, NPS has appreciated the need for enhanced communication to inform the public on police reforms and other initiatives. A Corporate Communication Department (CCD) has been established at the Office of the Inspector General (OIG) while development of a communication strategy has also been undertaken. The CCD will be strengthened to support the Kenya Police, the Administration Police and Directorate of Criminal Investigations to improve their public communication capability and visibility within the framework of the strategic communication plan. Stakeholder buy-in has also been identified as crucial to the success of NPS. This can only be achieved if stakeholders are made aware of the positive changes in the Service.

Truth, Justice and Reconciliation Commission Report http://www.tjrckenya.org/index.php?Itemid=238&id=573&option=com_content&view=article

2.1.2 Community Policing

The National Police Service is charged with maintenance of law and order for national development. Community Policing is among the strategies adopted to realise this. It is intended to improve policing through an intelligence-led approach. The approach largely relies on fostering and promoting relationships with the broader society as identified in the Constitution.

Community engagement as a strategy is strongly linked to building overall confidence in the police. Effective communication in community policing will enlighten the public on the positive changes in the Service such as improved accessibility and efficacy of policing services. Without a community policing approach, where the public is comfortable sharing information with the police, public satisfaction will remain low.

As such, a communication strategy that promotes community policing and continuous engagement with communities must form a fundamental part of the plan.

2.1.3 Gender mainstreaming in the National Police Service

Gender mainstreaming to achieve equity is a core focus for a reformed NPS with important initiatives being undertaken to mainstream gender issues in the Service. For instance, policies have been put in place to address gender disparities in recruitment, deployment and promotion of officers.

In addition to meeting Constitutional requirements, it is necessary to have a police service that reflects the diversity of the population it serves, with men and women from different social, cultural and religious backgrounds serving in the police. This will create a positive image of the organisation as it becomes more aware and responsive to the diverse policing needs in society.

A key objective for the communication strategy is to ensure that Kenyans are made aware of these developments such that the public will see policing as a potential career. Additionally, use of gender-neutral language in communication from the police is key in demonstrating police awareness and concern for gender issues.

The National Police Service also recognises the role of police gender-based associations and, for instance, has embraced the Kenya Association of Women in Policing (KAWP), which has attracted membership in the Service.

2.1.4 Human Rights mainstreaming

The police have over time been viewed as violators of human rights. Civil Society Organisations (CSOs) and human rights groups have particularly exploited this perception. This view needs to change to end common public suspicion of police activities in law enforcement. The police should be acknowledged as protectors of human rights in line with Chapter 4 of the Constitution.

Human rights and policing are not mutually exclusive but rather complementary. Protection of life and property is a human rights issue and officers should not shy away from telling the community they do indeed protect human rights.

2.1.5 Anti-corruption initiatives

The National Police Service has embraced anti-corruption initiatives in its operations with specific measures to address corruption allegations against its staff. However, inadequate information regarding these initiatives heightens the perception that little is being done. This strategy will specifically address the issue of corruption in the Service. Key messages to increase momentum on anti-corruption initiatives in the Service will be highlighted. The internal communication campaign will be enhanced to address the vice of corruption and provide feedback mechanisms for reporting. The Internal Affairs Unit (IAU) in particular will be promoted to enhance professionalism and accountability. NPS anti-corruption campaign will incorporate diverse media technologies to communicate messages on corruption.

2.1.6 Youth

A demographic survey conducted in 2013 indicated the youth (Kenyans aged between 18 and 35 years) formed the bulk of the country's population – about 60 per cent. Due to rampant unemployment and other social challenges, the youth are increasingly being lured into crime and other anti-social behaviour. An idle youth population poses the challenge of social degradation which leads to crime. This idleness needs to be exploited through talent nurturing for development to avert the possibilities of the youth venturing into criminal activities.

The National Police Service is aware of the challenge that unengaged youth pose to national security. The youth have unique characteristics that NPS has taken cognisance of, in terms of communication needs. For instance, they have high exposure to digital platforms and social media as opposed to traditional media such as print, radio and television.

This means that to reach this group effectively, NPS will place emphasis on social media as one of the most effective ways of targeting the youth. Recent studies indicate that social networking sites such as Facebook, Instagram, Whatsapp and Twitter have gained prominence with Kenya being the second most tweeting country after South Africa on the continent. Already, there are more than 3 million active twitter users making this a useful communication tool.

2.1.7 Crime Prevention

Crime prevention and detection is at the core of the work of the NPS. The Service has a duty to communicate to the public on how crime can be detected, reported and contained. Working with other agencies, institutions and stakeholders, NPS is best placed to provide factual Information, Education and Communication (IEC) materials as part of the overall crime reduction strategy. Being proactive in disseminating a crime prevention strategy will also create a positive image for the Service in addition to raising the profile on community engagement.

http://www.fes-kenya.org/media/publications/2012/FES%20Occasional%20paper%20no.1.pdf
http://www.knbs.or.ke/index.php?option=com_phocadownload&view=category&id=20&Itemid=1107
http://voicesofafrica.co.za/kenya-all-a-twitter-about-everything/

2.2 Strengths, Weaknesses, Opportunities and Threats

In addition to surveys commissioned by various actors in the past, SWOT analysis was undertaken to establish existing opportunities and potential weaknesses and threats that would affect NPS performance and corporate communication. This was used to inform future direction in terms of communication in the Service.

STRENGTHS

- A revitalised legal framework that provides for independence of the NPS
- Creation of NPS as a unified service
- Leadership with a commitment to serve
- Enhanced goodwill from Development Partners
- Access to information as provided for in the Constitution
- Revised Police Training Curriculum
- Public communication offices in place

WEAKNESS

- Inadequate resources to conduct communication campaigns
- Poor public perception tied to historical occurrences
- Reactive communication mode and frequent crisis management
- Delays in procurement due to bureaucracies
- Inadequate and ineffective internal communication
- Limited access and use of ICT tools
- Poor media monitoring tools and environmental scanning
- Insufficient IEC materials
- Police aversion to the media fraternity

OPPORTUNITIES

- A reformed Service providing opportunity for rebranding
- Vetting which renews credibility in the Service
- Enhanced visibility due to leadership independence
- Renewed focus and support for communication
- Media and public interest due to legal and institutional changes
- Public interest to learn/know more about NPS
- Training police officers on communication and media relations
- Social media
- Improved communication capacity
- Partnership and collaboration with local and international stakeholders

THREATS

- Existing negative perception of the police by the public
- Lack of clear understanding of policing structures and institutions
- Emerging crime and evolving crime patterns that create security challenges
- Budgetary constraints
- Concerns over perceived "stalled reforms" have an impact on credibility of messages from the Service
- General skepticism on public institutions
- Continued misconduct by some officers

2.3 Political, Economic, Social, Technological, Legal, and Environmental (PESTLE)

A PESTLE analysis was carried out to assess the Political, Economic, Social, Technological, Legal and Environmental implications for NPS.

Political:

- The Government has placed emphasis on reforming and modernising the National Police Service. At the same time, it has instituted cost-cutting initiatives to reduce the wage bill and public expenditure.
- Convergence of ministries and improved sharing of information and resources within Government as a way to enhance efficiency
- Emergence of terror threats with the consequential impact on the political and economic environment and the policing sector

Economic:

- Stringent economic conditions means that availability of funds from the Exchequer will continue to be limited
- Greater demand on resources by national and county governments

Social:

- Ballooning population, urbanisation, radicalisation and unemployment implies that crime will continue to be on the rise
- National diversity places increased responsibility on state institutions to meet needs of all segments of the population

Technology:

- Technology continues to provide avenues for improving efficiency and reducing costs
- Investment in ICT continues to be an important aspect for the public and private sector

Legal:

- Legal awareness and development have implications on efficiency of police investigations and actions in the criminal justice system.

Environmental:

- Organisations are expected to adhere to environmental considerations in their operations such as energy saving and reduction of the carbon footprint.

This helps to bring the macro-environment to focus and how it impacts the NPS. This is due to the fact that outside forces affect the image and performance of the NPS and thus need to be monitored and directed for desired effects.

The Technical Working Group in Naivasha

PRIOR TO 2010

Kenya Police and
Administration Police
functioned autonomously

2010

The National Police
Service unveiled after the
promulgation of the new
Constitution

2011

The National Police Service
Act was enacted

*Constitutional provisions transformed the
two police units from Kenya Police Force and
Administration Police Force to the
National Police Service*

Chapter 3: **Communication Strategy**

3.1 Introduction

This communication strategy is designed to enable NPS become more effective and efficient in communicating to stakeholders in a more coordinated, consistent and credible way. This will enhance its image as an accountable, professional and transparent institution in order to build public confidence.

The strategy also advocates for a concerted, planned and coordinated effort to deliberately focus on up-scaling internal and external communication that will ensure timely information dissemination to stakeholders.

Lack of understanding and appreciation of the reform agenda and ongoing improvements in the National Police Service has been established as a key challenge. This strategy aims to improve the situation by communicating key messages in a timely and consistent fashion using a wide range of the most appropriate media to its publics.

Through communication, the strategy intends to induce attitudinal transformation by NPS staff. It identifies NPS audiences and gives guidance on their segmentation, applicable communication channels, messages and how to create them. It also gives guidelines on branding and crisis communication as well as implementation of the strategy.

This communication strategy:
- Establishes a media section and communication centre as part of the CCD to proactively develop and disseminate information on a regular basis
- Actualises the delegation of responsibility for communication team to manage corporate communication for NPS
- Provides for quarterly media engagements with key reporters and editors in addition to regular interactions
- Adopts social media policy and guidelines
- Provides for media training among key staff and officers who interact with the media
- Accelerates internal communication by identifying new and enhancing use of existing channels of communication
- Develops a communication structure to align skills with broader roles

3.2 Rationale for a Communication Strategy

a) Public Communication as a Constitutional Requirement

Article 35 of the Constitution of Kenya (2010) guarantees Kenyans the right of access to information. The provision allows information held by the State or any public institution to be availed to any citizen on demand. This has led to considerable rise in public demand for information from state institutions. This therefore makes public communication by the institutions an imperative but in a structured way geared to influence the public positively.

b) Institutional Tradition

The police have always made efforts to communicate to the public regularly and openly. However, they have often been misunderstood as reluctant to release information to the public. There was need, therefore, for a document highlighting institutional commitment to free engagement with stakeholders.

c) Independent Reports on Police Conduct

Various reports and independent surveys have portrayed the police negatively e.g. the Independent Policing Oversight Authority (IPOA) Baseline Survey conducted in 2013 and the TJRC reports. The IPOA survey came up with findings that indicated low level of engagement with the public and misconception of the police as brutal, unreliable, corrupt and likely to abuse their power and therefore not friendly to work with.

TJRC report, also in 2013 but covering 1963 to 2008 period, named the police as having been the main perpetrators of human rights violations including massacres, unexplained disappearances, torture and sexual violence.

The reports, alongside others conducted earlier including the Ransley Report by the National Taskforce on Police Reforms, painted the image of a force in need of urgent and structured image building and hence, the need for a communication strategy.

d) Realisation of Institutional Mandate

Corporate communication and public relations is vital in ensuring that the National Police Service succeeds in its mandate. Sound internal and external relations will foster goodwill for the Service. Internal communication will motivate staff while external communication will boost confidence among stakeholders that the Service is undergoing genuine reforms. It will also inform them about NPS activities.

e) Achievement of Organisational Objectives

The communication strategy has been aligned to the overall strategic plan 2013 – 2017 of the NPS to ensure that information dissemination supports the broad organisational objectives. This will cement the relevance of public information and also align allocation of resources to communication activities to ensure objectives are met.

f) Government Commitment to Community Engagement and Transparency

The Government has been spearheading efforts to enrich public communication broadly through consensus building, awareness creation, behavioural change, fostering transparency, civic education and public perception. This is part of the Constitutional requirements for citizen participation in public affairs. It is also anchored in Articles 33, 34, 35 which inter alia, deal with Freedom of Information, Freedom of Expression and Freedom of the Media respectively, all essential elements enshrined in the Bill of Rights.

The Ministry of Information, Communication & Technology has also developed the National Communication Policy, which seeks to streamline public communication through a policy framework. The Ministry is responsible for government public communication under Executive Order No. 2 (2013) and has developed the motto "One Government, One Voice" to improve coordination of government information.

The Director of Public Communications made a presentation to the Technical Working Group on 28th April 2014
Kenya Vision 2030 articulates the main elements for transforming Kenya into a middle-income economy by the year 2030
Second Medium Term Plan (2013-2018) Transforming Kenya: Pathway to devolution, socio-economic development, equity and national unity

g) Commitment to Transparency

Kenya's Vision 2030 and First and Second Medium Term Plans provide the framework for bolstering governance, democracy, transparency and accountability through inclusion and participation. Communication is the underlying ingredient for realising these aspirations. Under the Political Pillar of Vision 2030, attention has been given to reforming the Police to respond more effectively to the needs of the public particularly through building co-operation and trust.

Communication Objectives

The broad objective of NPS communication strategy is:-

"To improve corporate communication and image of the Service"

01 To promote positive relationship with the society

02 To promote respect for human rights

03 To achieve equity through gender empowerment

04 To create awareness on crime prevention strategies

05 To promote accountability and transparency

06 To enhance professionalism and discipline of members of the Service

07 To create a reputable organisational culture

Chapter 4: **Target Audience**

4.1 Introduction

The National Police Service appreciates that communication produces desired effects if, among other things, the message reaches the desired recipient and they become informed. As such, specific audience will be selected for specific messages dependent on intended communication goals. This will in effect help get the NPS message to its intended recipient. This chapter seeks to indulge in the process of choosing the audience for a particular message.

4.2 Identifying Target Audience

Target audience will be considered as the primary intended recipients of information from NPS. Analysis of the key target audiences is an important element in designing an effective NPS communication strategy. Target audiences will be picked on the basis of their interests, expectations, needs, influence and possible impact on the organisation's success.

Audiences will also be clustered based on similarities in communication needs. Clustering helps in engaging audiences in the most appropriate and effective way dependent on their characteristics.

4.3 Target Audiences:

The National Police Service audiences are either primary or secondary depending on their impact on the organisation's success.

4.3.1 Primary	4.3.2 Secondary
• The Public • Staff – uniformed and civilian • The National Police Service Commission • Independent Policing Oversight Authority • Prison Services • The Ministry of Interior and Co-ordination of National Government • County Policing Authorities • The Media • Parliamentary Committee on National Security and Administration • Judiciary • National Assembly • Senate • Human Rights groups • Development Partners and UN Agencies • Civil Society Organisations	• Communities • Special interest groups e.g. women, youth, persons living with disabilities • Council of Governors • Government Ministries and Semi Autonomous Government Agencies (SAGAs) • Private Sector through institutions such as the Kenya Private Sector Alliance, Federation of Kenya Employers • Religious Leaders • Professional Associations

The goodwill and support of each group is critical for the success of NPS. Some of the groups may require a unique communication approach while others can be reached with similar communication tools and channels. For instance, one-on-one meetings with Parliamentary committees could be appropriate while printed material will be more suitable for the general public.

4.3.3 Media as a Unique Audience

The media requires special attention thanks to its capability to influence all other audiences. It can reach many people at the same time allowing it to wield a lot of power in the society. Also, media reports are increasingly getting into the social media and other digital platforms significantly increasing media's "multiplier effect".

This means that what is reported in one section of the media can be seen and picked up as gospel truth by a large section of the population. This is more likely in Kenya as successive polls have shown that the media is the most trusted institution in Kenya at 68% according to Ipsos Synovate (December 2013 Survey). Communication and interaction with the media should therefore, be clear and consistent to avoid misinformation that damages institutional credibility.

The media will, therefore, play a crucial role in helping NPS to enhance its image and attract public support. The Service will thus focus on the media as a key target audience and make efforts to create and sustain a positive working relationship. NPS will enhance co-operation with the media in making the police their primary source of information on crime, incidents and accidents. This way, the media's need for fast, reliable and accurate information will be met.

To sustain collaboration with the media, the strategy recommends: -
  i.   Regular formal and informal interactions between journalists and the IG, DIGs and senior officers. DIGs and the Director of Communication will take a more prominent role in media engagements
  ii. The media will, as often as possible, be invited for NPS events. Local FM stations will be invited alongside the mainstream media
  iii. Media sensitisation workshops will be held in collaboration with stakeholders such as the edia Council of Kenya and Editors' Guild to discuss emerging issues such as reporting disasters among others
  iv. The OIG will hold a media engagement activity such as an interview or press conference at least once every two weeks
  v.   Commanders in the field will be trained in media relations with positive media outreach forming part of their performance targets
  vi. The Traffic Department will have regular Radio and TV programmes on road safety in collaboration with the National Transport Safety Authority (NTSA) and other players.
  vii. Press releases will be posted in real time on social media and on the Internet for the media to pick up.
  viii. Utilisation of blogs will be scaled up to shape debates on security issues and by extension perceptions of the public.

The National Police Service values partnership with the media. Therefore, the message that the police are committed to media freedom ought to be articulated and demonstrated as much as possible. Building mutual trust and long-term relationships with the media takes time, commitment and resources but it eventually pays off.

Ipsos Synovate Survey http://www.internewskenya.org/article.php?id=356

Chapter 5: **Key Messages**

5.1 Introduction

The basis of any communication is an effective message. An effective message is judged by its success in eliciting the desired target audience response. A good message must be crafted to fit the intended audience response and specific channel. It must also consider audience characteristics discussed in the preceeding chapter. It should be clear, consistent and comprehensive. Consistency avoids credibility gaps while comprehensiveness addresses information needs without the risk of filling gaps with rumours.

5.2 Aligning Messages to the Vision and Mission of the National Police Service

Key messages need to be continuously developed and updated. They should resonate with stakeholders and support the mandate, objectives, vision, mission and core values of the National Police Service.

They should inform audiences what the NPS promises in terms of service delivery (core narrative). Communication should therefore, demonstrate that the Service is committed to the best policing standards. Further, the objective of the core messages is to demonstrate to the Kenyan public that in discharging its constitutional mandate the NPS:

- Exists to serve people fairly and with dignity
- Places the interest of the country and Kenyans first
- Makes decisions that are to the extent possible consultative
- Is effective and competent in handling internal security challenges
- Has experienced significant improvements over the past few years (specific examples such as revival of 999 call centre, improvement of officers' welfare)
- Endeavours to provide information
- Values the feedback of stakeholders and is responsive
- Realises that collaboration and partnership with the public is crucial to its success
- Supports intelligence-led and community policing strategies
- Respects and protects human rights
- Supports the socio-economic growth of the country and Vision 2030 through provision of world-class policing services
- The IG exercises operational independent command of the Service
- Integrity is a core value of the Service and action on corruption will be relentless
- Welcomes external accountability checks
- Transformation of the NPS is not an event but a continuous journey
- The institution is no longer a "Force" but rather a "Service".

5.3 Story Telling Agenda

It is important for the NPS to have a core narrative that will define its identity. The core narrative is conversational information that describes in simple straightforward language, the National Police Service and its aspirations. Information will be presented in an incremental way particularly when it comes to difficult and long standing matters.

A sample core narrative:
"The National Police Service ensures safety in the community by establishing and maintaining partnerships."

5.4 Transformation

Kenyans have traditionally associated the Police with human rights violations, corruption and ineffectiveness, especially in dealing with insecurity. Key messages that underpin authentic NPS transformation will counter these wrong perceptions and transform public attitudes.

The National Police Service needs to convince its audience that change takes time and the Service is moving in the right direction. This can be demonstrated through third party testimonials, for instance from individuals who have experienced effective police action and through periodic perception polls and surveys.

The fundamental goal here is to influence public perception on NPS and the priority for the Service is to demonstrate that it is positioned for crucial transformation in carrying out its mandate. This narrative will be buttressed through the following key themes:

- Modernisation strategy (demonstrating drive towards modernisation and culture change)
- Anti-corruption initiatives (progressively handling integrity and unethical practises)
- Gender mainstreaming (use gender diversity to encourage partnership)
- Respect for human rights (showcase respect and promotion of human rights)
- Crime prevention (educating the public on crime prevention strategies and encouraging community policing)

5.5 Storytelling Pillars

Modernisation strategy

Anti-corruption

Gender mainstreaming

Human Rights

Crime Prevention/Community Policing
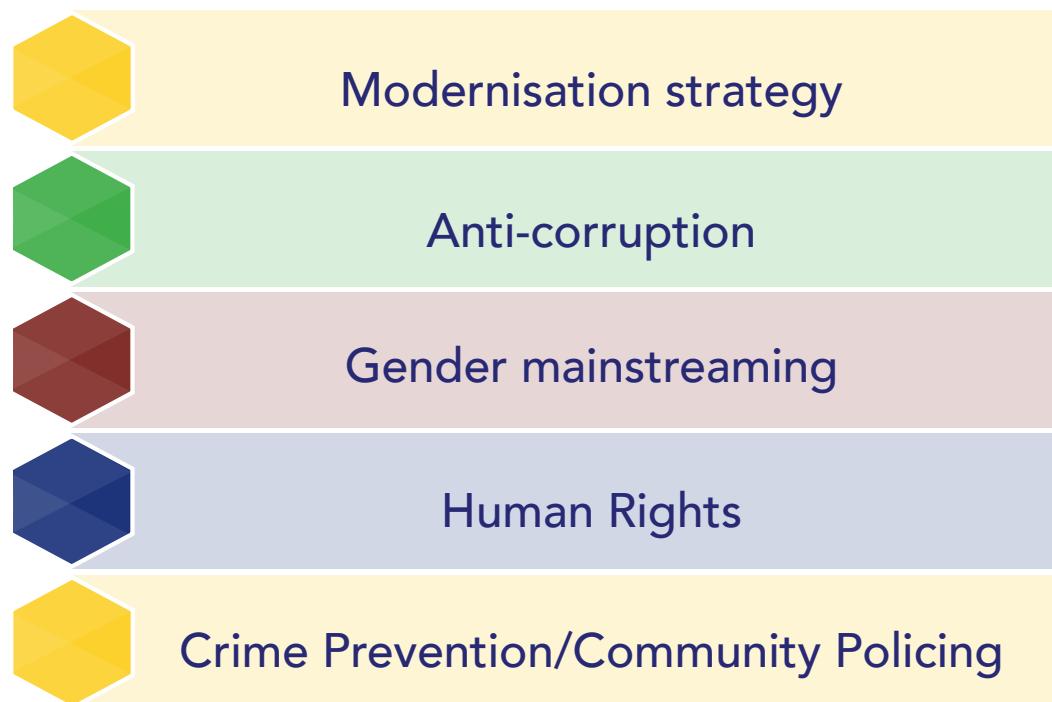
5.6 Preparing key messages

In developing key messages and storylines the following will be considered:

5.6.1 Research

- Prior news and coverage of the issue
- Relevant current events, trends and local happenings
- Statistics including quarterly and annual recorded crime as well as traffic accidents

5.6.2 Content

- Top three messages to be heard and remembered, top three secondary messages
- Storylines – what does this mean for the public, business industry and global audience
- Strengths and weaknesses of the announcement
- Spokesperson availability
- Key message discussion and agreement with spokespeople

5.7 Gauging success

To determine if the Service is making progress with its messaging strategy, the following criteria will be used:

Element	Definition	Rationale
Proactivity	Being proactive in pitching positive stories	Includes events where messages can be pitched to shift perceptions
On theme	Touches on the key themes	Effectively addresses issues that demonstrate NPS is on a transformation path
On target	Mainstream media	Targeted media channels most consumed by Kenyans and the international community
On message	Includes key messages	Although flexibility is allowed, attention must be given to articulating key messages

Chapter 6: **Communication Channels**

6.1 Introduction

A communication channel is a particular type of medium through which a message is sent and received. It is the method used to communicate a message and may include verbal, non-verbal, written and electronic means. Channels are key to effective communication. They provide the link between the source and the audience. Even the best of messages fail if there is no matching link to relay them to the target audience. Channel choice is determined by message type and the audience. The most successful communication campaigns are those that employ multiple channels e.g. traditional, digital and face-to-face among others.

6.2 Choosing a channel

Cost-effectiveness and impact is crucial in considering which channel to use. More often than not, limited resources have hindered use of multiple communication activities to transmit intended messages. Complex choices have had to be made in terms of cost-effectiveness and impact.

"Who should we talk to?" is a crucial question to answer in determining which communication channels to use. Audiences are rarely homogenous and therefore sometimes it is not appropriate to develop a campaign that addresses all audiences in exactly the same way or apply the same channel. It is always important to move from general to specific. Audience segmentation, therefore, will inform channel choice.

6.2.1 Methods for audience segmentation

Various factors can be considered when undertaking audience segmentation depending on the audience being targeted. These may include:

- Geographical – where they live, work, play, language they speak
- Demographical – age, income levels, gender, education
- Behavioral – membership to groups e.g. churches, mosques, clubs
- Psycho-graphical – life style, media consumption

Even with segmentation, individuals may belong to more than one group so the campaign needs to be coordinated to ensure that there are no conflicting objectives, messages or tactics. Although individual nuances may influence message reception, certain characteristics are common among audience segments. This communication strategy has identified these cluster groups for impact.

6.3 Channel characteristics

Traditional media such as print and electronic media is still widely used but digital media has gained increasing momentum. Website, social media, blogs, email alerts, SMS, digital screens and mobile media are some of the innovative ways of reaching audiences especially urban youth.

Workshops, breakfast meetings, launches, press conferences and face to face public engagements are ideal for reaching target audiences such as the media, development partners, civil society organisations and interest groups. They also help build relationships through one-on-one interactions.

Face-to-face communication is increasingly becoming acknowledged as useful because of the following advantages:

- Demonstrates regard and respect for communities
- Creates trust through verbal and non-verbal communication
- Allows for instant feedback and correction of misconceptions
- Enables gauging of opinions
- Inspires honest discussions

6.4 Proposed channels

In addition to the above, the following are some of the proposed communication channels which the NPS will utilise:

i. Social Media – will be interactive platforms that can also be used for making announcements, providing information and gathering intelligence

ii. Website – The National Police Service website will be responsive, interactive and up to date with daily news on the NPS or security issues relevant to the public and media

iii. Blogs – utilisation of blogs to help shape conversations on security issues

iv. Formal and informal meetings with the media – to enhance relationships and openness

v. Regular media briefings on security matters – this will contribute to nurturing public confidence in the police

vi. Corporate Social Responsibility – to add value to communities through CSR programmes

vii. Internal newsletters, Letter from the IG and 'Speak Up' sessions – to enhance internal communication

viii. Lectures and Team-Up ("Tamaam") parades – to be utilised to enhance internal communication

ix. Digital signage and screens – to be strategically set up in public places as well as police facilities

6.4.1.1 Web Strategy

The National Police Service website will encompass Kenya Police, Administration Police sites and DCI to serve as the "go to" reference for public information on policing in Kenya. It will be functional, interactive and easy to navigate. The site will be updated regularly with information and imagery to improve perceptions on NPS. Focus on stakeholder needs for information is important while an intranet portal will be in place for internal online networking.

The following broad principles will be adhered to in the web strategy execution:
- External focus to address needs of customers
- Interactivity and feedback mechanisms
- Regular updating and design refreshing
- High quality imagery
- Use of corporate colours and digital branding

6.4.1.2 Web Standards

The website will adhere to laid down web architecture standards that include usability, accessibility and uniformity; and conform to the standards provided for by the ICT Authority. A Web Master will be deployed at the Corporate Communication Department to guide web-based design standards and solutions. The communication team will develop and update web content regularly while the ICT Department will put in place data protection strategies.

6.4.2 Social Media

Growing use of social media has enhanced day-to-day human interactions granting unfettered access to information to anyone with a mobile phone or computer. The positive impact of social media is that it has created a platform for making greater demands on institutions and leaders to be more accountable. The challenge is that "cybersmear" can tarnish an organisation's brand in profound ways. This calls for continuous strategies to counter any such occurrences through a vibrant ICT team.

6.4.2.1 Key objectives of using social media

- Opportunity for creating visibility and positioning of NPS
- Promoting understanding of the NPS by the public
- Creating a platform where members of the public can report on matters that affect their security including providing intelligence
- Providing real-time updates on unfolding events through Twitter and Facebook among other social media sites
- Video channels e.g. a dedicated YouTube channel for uploading videos

6.5 Enhanced ICT Use

As the world evolves, ICT inventions and use have taken centre stage with information exchange being key. The National Police Service cannot be left behind in the uptake and utilisation of opportunities that ICT offers lest it becomes irrelevant in service provision. Various avenues can be tapped to enhance ICT use in the service including email, sametime messaging, online database management systems and blogs among others.

6.5.1 Email System – Officers and key offices will be assigned an official email account in the format user@nps.go.ke. This will be cascaded across the Service. It is not only important for official communication but also supports the organisation's corporate identity. Standard guidelines for email signatures will be developed.

6.5.2 Sametime Messaging – This is an internal instant messaging feature that can enhance collaboration among officers by facilitating online real time chatting with colleagues.

6.5.3 Online Document Management System – A system will be set up to store and archive useful material in a digital format to be accessed through passwords by officers. These will include policies, SSOs, images and regulations.

6.5.4 Communication Update – This is a one or two page weekly online bulletin prepared by the Corporate Communication Department that will collate key events in the past week and highlight upcoming activities to keep the internal staff aware of important events and goings-on.

6.5.5 Police Emergency Lines (999/112/911) – These have improved communication between NPS and the public with calls received daily increasing significantly. As a result of this, police operations and responses have improved. However, a media campaign will be developed and regularly updated to continuously educate the public on what to report using the lines so that they are effectively utilised.

6.6 Collateral Materials

Written materials are still relevant because of their attributes of reusability, reference and shelf life. NPS will produce a variety of material including brochures, banners, posters, fliers and factsheets. Attention will be given to conciseness of the text, design and consistency in style and application of branding elements such as the logo, fonts and colour schemes.

6.7 Brand Identity

The logo is an important element in creating a strong identity for NPS. The correct version of the logo should be applied consistently and variations eliminated or minimised. Flags and Service colours in all stations, posts, out-posts and patrol bases will reflect the spirit of the NPS and the colours of the respective Services.

6.8 Touch Points

Brand touch points are the direct contact areas that a customer experiences when they interact with a product or service. These contact points must be managed to create a positive image for NPS. They include:

- Offices (boardrooms, reception, common areas)
- Brochures and marketing materials including posters, giveaways, fliers, letters, factsheets
- Venue branding during corporate and outreach events
- Videos
- PowerPoint presentations
- Uniforms
- Digital screens and signage
- Office stationery
- Staff who interact with customers e.g. reception personnel, telephone operators, investigators, officers, managers etc.
- Reports
- Briefing materials
- Internal and external collateral e.g. complaints forms, leave forms, receipts, requisition forms, workflows, work orders
- Website and other online executions e.g. YouTube, Twitter, Facebook
- Media engagements
- Advertisements
- Exhibitions
- Police Stations and Outposts
- Service delivery

Each touch point should reinforce key messages and should be gauged regularly through observation and surveys to reveal the sort of experiences stakeholders and the public are having with NPS and also check for internal compliance.

6.9 Improving police – community relations through community engagement

Although relations between the public and the police have been described as less than cordial in the past, there is still potential to engage local communities to improve relations and therefore enhance confidence and trust in the police.

For it to be effective, community engagement will happen at the local level spearheaded by local police leadership. A process of encouraging and monitoring local engagement initiatives will be put in place. Internal communication will also stress the need for collaboration with communities in addressing crime. Cases of successful police collaboration with the community will be profiled and publicised. With time, the community will appreciate this approach while NPS will entrench it within the institution.

Social media is recommended in promoting community engagement and officers will be encouraged to have active social media accounts. Digital tools will complement other tactics such as attending local meetings and regular consultations with the community. Engagement will involve dialogue between the police and community in which feedback and each party's input is valued.

Chapter 7: **Communication Guidelines**

7.1 Introduction

Effective corporate communication must meet the consistency and credibility criteria. To do so, there is need for rules and structures to guide communication to ensure institutional representation in what goes out. Guidelines, therefore, assign roles and responsibilities and steers those charged with communication roles on procedures to follow. This makes communication a management tool, ensures continuity and predictability besides inducing professionalism in the process. This is crucial for an organisation's image and reputation. These guidelines underpin the need for NPS to aim for clarity and consistency in its communication in order to increase public confidence and credibility.

7.2 Guiding Principles

Communication from NPS will endeavour to pass the credibility test by observing integrity, mutuality and consistency. Communication will at all times adhere to the following principles:

- Audience focused – information needs of the internal and external customers will be given due consideration
- Open, honest and accountable communication – accurate and reliable information that is disseminated in a credible way
- User-friendly, timely and accessible to all – use of simple language and tools geared at enhancing understanding
- Inclusiveness – communication will be decentralised so that officers can take responsibility and ownership of information sharing with staff, stakeholders and the public within their jurisdiction
- Planning – communication will as much as possible be planned for and resourced where necessary
- A two-way process – gives equal attention to giving and receiving information

7.3 Media Communication

Special attention will be given to media communication. The media strategy that the Service will pursue is based on ensuring that the Service tells its story while at the same time meeting the needs of reporters, which include newsworthy material within strict deadlines.

The approach will be of a proactive nature where media are invited on a regular basis to briefings and press conferences from the National Police Service. Other engagements will take the form of press releases, one-on-one interviews, opinion editorials, feature articles, personality profiles and photo captions.

In addition, quarterly semi-formal meetings with reporters and editors will be held for continuous improvement of media relations strategies.

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7.4 Internal Communication

The following guide will be used to develop and package internal communication materials:

- Telling compelling stories
- Creating a sense of urgency for change
- Building a guiding team
- Uplifting vision, strategy
- Communication through words, deeds, symbols
- Removing obstacles
- Celebrating early/quick wins
- Incorporating change into the culture

7.5 Corporate Communication Department

The department will be resourced with necessary equipment and personnel to, among other functions, develop and disseminate media materials in a timely way. In addition, it will have capacity to handle public affairs, internal communication, event management, digital communication, branding and crisis management.

To enhance effectiveness, the department will have regular consultations with the leadership on communication opportunities.

7.6 Communication Co-ordination Team

CCT will be made up of officers drawn from KPS, APS & DCI and will provide input to support implementation of the communication strategy through the department.

The department will support the following key roles:

1. Media Relations and Liaison
2. Community Outreach and Partnerships
3. Digital and Online Engagement
4. Events Co-ordination and Branding
5. Content Development/Messaging and Production
6. Internal Communication and Employee Engagement
7. Crisis and Issues communication

The National Police Service Corporate Communication Directorate Structure
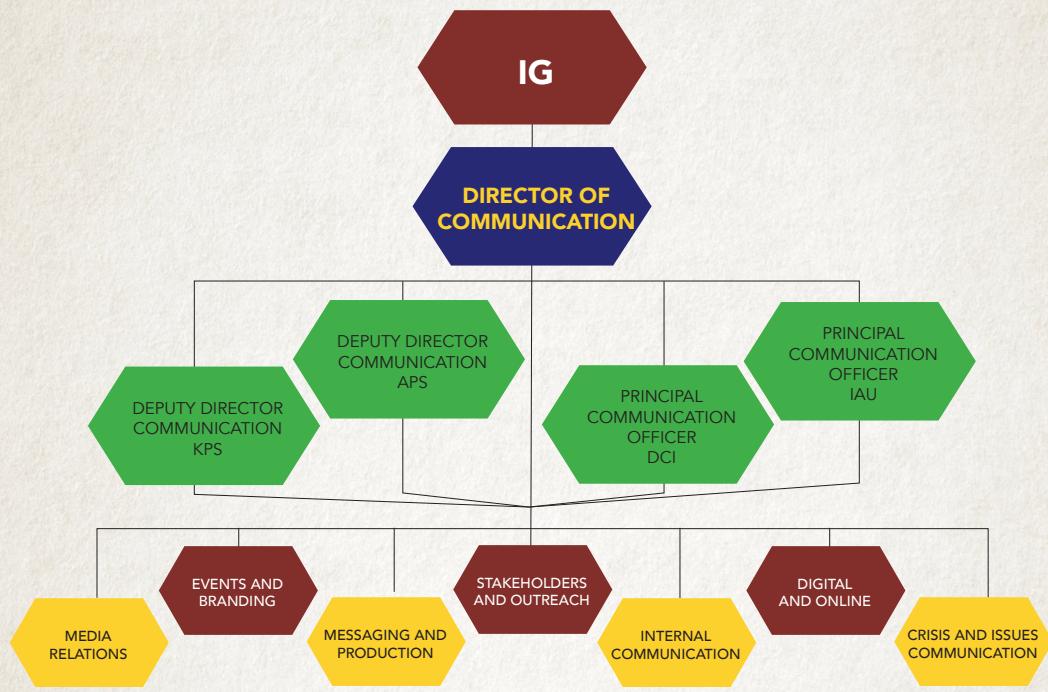
7.7 Recommendations

- Establishment of media sub-section as part of Corporate Communication Department to proactively develop and disseminate media collateral on a regular basis
- Delegated responsibility for communication team to manage public relations for the Service
- Quarterly media engagements with key reporters and editors in addition to regular interactions
- Develop social media policy and guidelines
- Conduct media training among key staff and officers who interface with the media in all commands
- Accelerate internal communication by identifying, utilising new and strengthening existing channels.
- Develop a departmental structure to align skills with broader roles (as per section 7.5)

7.8 Communication Standards and Authorisation

Official internal and external communication must be handled in a controlled and accurate way so that high standards can be maintained. Of importance is to ensure that the IG, the Director of Communication or the Deputy Directors, approve written media communication before distribution.

Officers authorised to speak to the media, as per the NPS Act and the Service Standing Orders, will as much as possible inform the Corporate Communication Department prior to or immediately after granting media interviews. Interviews must be guided by the communication principles articulated in Chapter 5 of this communication strategy.

The Corporate Communication Department has the primary responsibility of preparing press releases, speeches, op-eds, supplements, media notices, advisories and coordinating media appearances while liaising with the IG for necessary approvals. The department is also responsible for reviewing communication standards and seeking approval for new proposals.

7.9 Communication Plans

This communication strategy will be supported by an annual communication plan, which gives details of the activities that will take place during the year. The annual plans will be broken down into quarterly activities that will be monitored on a weekly basis. The strategy will be reviewed and updated after every four years with mid-term reviews as necessary.

House Style Standards

Communication Item	Recommendation/Specification
Logo	The logo will be used in colour as much as possible and will not be recreated. Corporate Communication Department is the custodian of the corporate identity and should regularly monitor its use
Standard Corporate Colours for NPS	Blue: C 100 M 92 Y 21 K 7 Maroon: C 31 M 88 Y 82 K 34 Yelow C1 M 16 Y 90 K 0
Presentations	A standard template will be developed and made available. Less text and use of images is preferable
Email Signatures	Will include the name, designation, official contacts, website and tagline
Letters, Memos and Publications	Evenly spaced with Avenir light.
Reports, Booklets and CDs	Appealing designs, less crowded text
Banners and Branding	Visually appealing, not wordy
Exhibitions	Well branded with open spaces to allow interactivity
Corporate Events	Branded with banners and décor
Media Events	Chequered backdrop banner with logo
Meetings/workshops	Generic banners with key messages
Press Releases	Standard template will be used and a boiler plate to be included with every release
Name Tags	Standardised and prominently displayed by officers while in uniform
Identification Cards	Standardised
Business cards, envelopes, letterheads, complementary slips	Use of standardised format
Digital applications	Digital versions of the corporate colours will be used for the website and online publications
Protocol and PR	Special corporate events will be planned and staged with attention given to protocol management and hospitality.
Customer Service	Services will be geared to ensure customer satisfaction through standardisation and monitoring

Logo

- The standard size of the logo on letters or publication should be 30mm x 25 mm
- Avoid disproportionate stretching
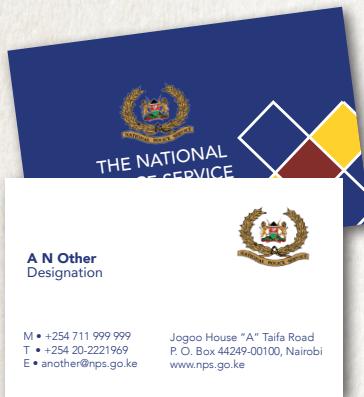
Business Cards

- Standard size is 8.5mm X 5.5mm
- Text aligned left
- Font style is Avenir
  - * Holders Name: Avenir Heavy 10 pts
  - * Designation: Avenir Roman 10 pts
  - * Contact details: Avenir Light 10 pts

A N Other
Designation

M • +254 711 999 999
T • +254 20-2221969
E • another@nps.go.ke

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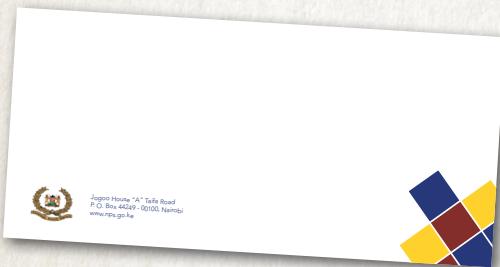
Envelope DL

- Logo size 20mm x 17mm
- Text aligned left
- Font style Avenir Light

Jogoo House "A" Taifa Road
P. O. Box 44249 - 00100, Nairobi
www.nps.go.ke

THE NATIONAL POLICE SERVICE

Vision
A dignified world class Police Service.

Mission
To provide professional police service through community partnership and upholding rule of law for a safe and secure society

Motto
Service with dignity

Core Values
Justice
Integrity
Equity
Participation
Accountability
Openness
Civility

Roll-up banner

- Dimension 2000 mm x 850 mm
- Text aligned left
- Body text font style Avenir Medium 96 pts
- Heading Avenir Heavy 96 pts

Chapter 8: **Crisis Communication**

8.1 Introduction

Crisis is commonplace in the policing sector. How these crises situations are handled plays a big role in determining whether the organisation receives stakeholders' goodwill or not. Evidence indicates good communication in a crisis can buttress institutional reputation while poor communication can profoundly affect the organisation negatively. NPS realises that regardless of how well it manages a crisis from an operational perspective, it is how the Service communicates about the crisis that makes actual difference.

8.2 Crisis Communication Principles

The following should be taken into consideration in addressing crisis situations:
- Corporate Communication Department will be incorporated into the crisis management team as early as possible to enable communication assemble all facts regarding the situation from various sources (especially Operation & Legal aspects) and determine what will be released and at what stage
- A spokesperson will be identified at the earliest opportunity

The spokesperson will follow the 5Cs model in addressing communication around the crisis:
1. Concern – demonstrate concern and sympathy about the situation
2. Clarity – present a clear message devoid of ambiguity
3. Control – take control of the message, the situation, environment and venue
4. Confidence – get the message across confidently as the expert at the time
5. Competence – demonstrate competence by having his/her facts and messages right

At all times in a crisis situation, the NPS wants to demonstrate the following:
- That it empathises with those affected
- That action is being taken to address the crisis and minimise its effects
- That it is in control of the situation
- That it acknowledges any failures within the system and steps will be taken to ensure there is no recurrence

Depending on the nature of the crisis, effort will be made to address internal stakeholders on the crisis and necessary assurances provided. In addition to addressing the public through traditional media channels, social media will be utilised effectively during crisis situations.

8.3 Holding Statement

As the term implies, a holding statement is the first step of controlling the message that will go out to the public immediately after a crisis. It establishes the initial interaction with the media and allows the organisation time to investigate and gather more information regarding the crisis.

The following guidelines will be applied when preparing a holding statement:
- The statement will be short and simple confirming an incident has occurred but not offering specific details that are yet to be confirmed. For example: "We have this morning learnt that incident X has occurred in place Y".
- Explain the priority actions e.g. moving the injured to hospitals
- Highlight the authorities involved in the operation
- Provide available background information
- Reassure the public that action is being taken to normalise the situation
- Assure the media that more information will be availed at the earliest opportunity and possibly set a time and venue

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8.4 Social Media in Crisis Communication

Journalists and the public will most likely turn to the social media for information on the incident. It is therefore important to update social media immediately with information from the holding statement.

When confronted with damaging claims online, the course of action largely depends on the matter at hand. A first step, however, could be to rebut the claims immediately if they are false or address them if they have merit. Where possible, goodwill from third parties will be enlisted to help refute false claims.

8.5 Managing Negative Stories

Time and again negative stories will appear in the media. However, if managed well they need not develop into a full-blown crisis. The important thing is to establish the right view of what is happening. This position should be projected from the onset hence the need to track media coverage and online conversations regularly and react quickly. The "Media Duty Officer" will be available on a 24-hour basis to correct misconceptions and provide factual information in a credible and timely fashion. Where there is no full or accurate sense of facts, it is always possible to express concern and a commitment to respond appropriately

8.6 Media Monitoring

A media monitoring unit within the Corporate Communication Department will monitor all electronic and print material that touches on the Service. This will enable regular reviewing and correction of any erroneous reporting.

Chapter 9: Implementation Matrix

Theme: Community Policing

Objective: To foster and promote positive relationships with the society

	Communication Objective	Target Audience	Message	Activities	Actors	Timeline
1.	Sensitise the public on Community Policing	• The Public • Students • Corporates • Civil society • Communities	Together we can fight crime	• Lectures in educational institutions • Road Shows • Public Barazas/Outreach • Developing sustainable partnerships with communities • Corporate events and workshops • Develop hand-book on Community Policing • Bi-monthly Newsletter	• NPS • Media • Volunteers • Development Partners • Civil Society	continious
2.	Create confidence to share information with the police	The Public	Promote the "Polisi ni Rafiki" (Police is a friend) message	• Weekly talk shows on radio and TV • Sponsor "Polisi ni Rafiki" Photo Exhibition • Create Daily Online Engagement - @PoliceKE, Facebook and YouTube Channel	• NPS • Partners	2014-2015

THEME: HUMAN RIGHTS MAINSTREAMING

Objective: To be an institution that is alive to the observance of human rights

	Communication Objective	Target Audience	Message	Activities	Actors	Timeline
1.	Promote human rights awareness within NPS	Officers across all cadres	Commitment by NPS to protect human rights	• Observe the Annual International Human Rights Day and related events • Train members of the service on human rights observance • Promote the NPS Policy Statement internally	• NPS • KNHRC	2014/15
2.	Create awareness among stakeholders on human rights mainstreaming within the Service	• Media • Civil society • Vulnerable Groups (e.g. women, children, PLWD) • Opinion Leaders • Partners • Public	• Human rights accountability systems • Freedom within limits • Non discrimination policy (Utumishi Kwa Wote)	• Publish features, press releases and Op-eds in dailies • Regular talk shows • Internal promotion/display of the Human Rights Policy • Partnerships with civil society groups • Display rights/and value statement at police stations • Online updates	• NPS	Continuous

Objective: Gender empowerment to achieve equality

	Communication Objective	Target Audience	Message	Activities	Actors	Timeline
1.	To create awareness and goodwill among key players	• Male Officers • Female Officers • NPSC • Public	• NPS values the contribution of both genders • Policing is a promising career opportunity for women • ALL officers have equal opportunities regardless of their gender • NPS is aware of the unique needs of vulnerable groups and treats them with the dignity they deserve • NPS is a gender balanced institution	• Observing the International Women's Day • Advertisements on Radio and TV to change public perception of NPS • Sponsoring of local TV programs • Holding talk shows in Radio and TV • Workshops and trainings within NPS • Implementing policies promoting affirmative action and gender sensitivity • Gender diversity (social, cultural, religious) in recruitment of new officers	• KAWP • NPS • Media • NGEC • AMWIK • UN Women	Continuous

Objective: To prevent and reduce crime as the core mandate of NPS

	Communication Objective	Target Audience	Message	Activities	Actors	Timeline
1.	To create confidence that the NPS is capable of preventing and reducing crime	• Public • Police Officers • Civil Society • Corporate • Media	• NPS is committed to its core mandate • NPS protects me as a citizen "Zuia uhalifu, jenga nchi yetu" • NPS is a reliable partner in reducing and preventing crime	• IEC materials on crime prevention	• NPS • Media houses • NGOs • Corporates	Continuous
				• Media informercials (Print, Radio and TV) • Sponsorship of local TV programs		
				• Weekly "Crime & You" articles		
				• Capacity building		
				• CSR activities in collaboration with NPS in low income areas		
				• Press conferences • Interviews • Media workshops		

Objective: To prevent corruption, promote & practice accountability and transparency

	Communication Objective	Target Audience	Message	Activities	Actors	Timeline
1.	Promote a culture of transparency and accountability within NPS	All Police personnel	• Everyone has the power to influence the image of NPS • Commitment to performance with integrity • NPS must earn the respect of Kenyans through integrity • Officers are responsible for their own actions • Leaders have a responsibility of fostering a culture of integrity • The Service prohibits retaliation on reported cases	• Road shows and sensitisation campaigns on core values • Internal posters on promoting integrity • Profiling honest conduct by officers • Publication of "An Officer's Guide to Integrity" handbook • Conduct a campaign on "How to raise a concern" (reporting procedures) • Annual policing excellence awards • Anti-corruption surveys	• NPS • Relevant institutions	Continuous

No.	Objective	Stakeholders	Key Messages	Activities	Responsible	Timeframe
2.	Create public awareness on anti-corruption initiatives	• Media • CSOs • Legislature • Public • DPs	• Commitment to deal with corrupt officers • Confidentiality in handling reported cases • Proper stewardship of resources • The Service prohibits retaliation	• Develop, operationalise and standardise reporting procedures • Fair Employment Policy • Regular Media Briefings, Reports and Op-eds • Stakeholder conferences and workshops • IEC materials on anti-corruption • Online publications • Weekly mentions on social media on anti-corruption initiatives • Establish and publicise an Integrity Helpline • Annual Policing Report • IEC materials on corruption	• NPS • IAU • NPSC • IPOA • CAJ • EACC	Continuous

THEME: LEADERSHIP AND CAPACITY BUILDING

Objective: To strive for highest standard of professionalism and discipline among its members

	Communication Objective	Target Audience	Message	Activities	Actors	Timeline
1.	Enhance the leadership of NPS to communicate effectively with the media	• Media • Police Officers	• NPS is competent in execution of its mandate • Media as an integral in shaping the NPS public image	• Media workshops • Media training • Type of trainings required: Public Speaking Speech writing Presentations Writing & Editing Brand management Media training Use social media Crisis Management Reputation management	• NPSC • NPS • Media Council	2014 - 2015

No.	Objective	Target	Expected Outcomes	Activities	Stakeholders
2.	Enhance the leadership of NPS to handle the public	• Police Officers • Public • Government	• Create awareness on expected standards • NPS delivers quality service • Good communication improves police image	• Updating staff on new legislation • Type of trainings required: Public Speaking, Customer care, Speech writing, Presentations, Writing & Editing, Brand management, Business etiquette, Crisis Management, Research • Barazas • Road shows • Conduct research on communication gaps	• NPSC • NPS • Parliament • Educational institutions
3.	Train staff to the highest possible standards of competence and integrity	• NPS staff • NPS leadership	• NPS delivers quality service • Honest accountable leadership with commitment to mentorship	• Provision of IEC materials • Capacity building • Strategic management	

THEME: YOUTH AND CORPORATE SOCIAL RESPONSIBILITY

Objective: To build the organisational culture through corporate social responsibility

	Communication Objective	Target Audience	Message	Activities	Actors	Timeline
1.	Position NPS as a good corporate citizen adding value to the community	• NPS • Local communities • Special groups e.g. women, youth • The Public	• NPS is a major organization employing more than 80,000 individuals who can add value to the community they operate • NPS puts the needs of individuals and communities first	• Develop an annual CSR strategy • Provide sustainable opportunities to youth and women by providing public procurement opportunities	• NPS	Continuous
			• NPS supports vulnerable groups in our society especially the youth to reduce the risk that they involve themselves in crime	• Partnering with reputable youth groups such as Junior Achievement & AISEC • Partnering with self-help groups in communities		

No.						Timeframe
2.	Dissuade the youth from engaging in crime	• Students (Primary, Secondary, Tertiary) • Corporate agencies • Public	• Encourage youth to explore the informal sector and alternative sources of employment "Najivunia Jasho langu " • NPS provides career mentorship opportunities to the youth including careers in policing • Crime does not pay	• Career talks and fairs in educational institutions • Providing internship opportunities in various departments • Encouraging youth to join police force • Identify social media platforms (fb and twitter) and blog posts to encourage the youth to engage in non-crime activities	• NPS • Relevant Ministries	Continuous

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