

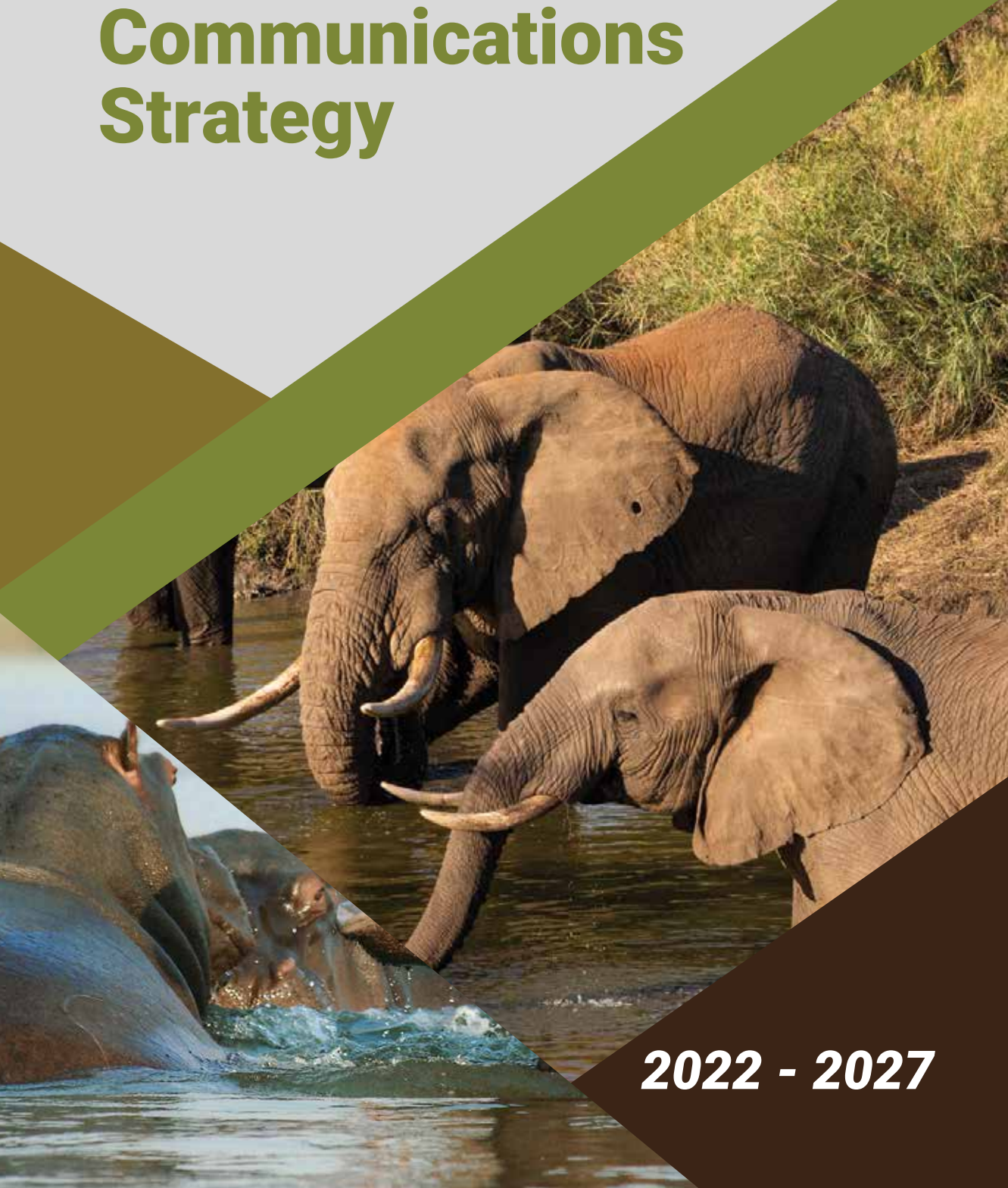


**USAID**  
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**U.S. DEPARTMENT  
OF THE INTERIOR**  
INTERNATIONAL TECHNICAL  
ASSISTANCE PROGRAM

# Communications Strategy



**2022 - 2027**





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## FOREWORD

I am delighted to present to you Conservation Alliance of Kenya's Communication Strategy, which ensures CAK communicates effectively and efficiently. Effective communication and engagement are critical to delivering excellent services and developing a two-way flow of information between the Alliance, members and target audiences. Our core focus is to inform, disseminate, and engaged using available channels.

We are committed to delivering excellence, and innovation in everything we do, and communications play a key role in implementing our conservation actions. The way we communicate as a society is rapidly changing and we need to ensure that the Alliance is aligned with existing opportunities.

The media landscape is also dramatically shifting from traditional media to the world of social and digital media, and we need to continually review and adapt the way we communicate to enhance CAK's visibility and impact on society. This communications strategy outlines our approach to ensure that we build the legitimacy of CAK brand, identity and mandate; cultivating a multi-stakeholder approach and leadership to inform public discourse and policy action.

As we share this strategy with you, we seek meaningful partnerships to impact the lives of people to continue to coexist in harmony with nature and biodiversity. This strategy will address misconceptions about conservation to advance nature conservation.

Let me take this opportunity to thank all who contributed to the development of the strategy directly and indirectly and express gratitude to the United States Department of Interior and USAID Kenya and East Africa for the financial support.

**Steve Itela, CEO.**





## EXECUTIVE SUMMARY

### “CAK’S core narrative as driving Advocacy, Justice and Good Governance of Conservation in Kenya

The Conservation Alliance of Kenya is a limited liability membership organization registered (registration ongoing) in Kenya as the umbrella body to advance the preservation, protection and management of wildlife and its habitats; places of natural beauty; locations of zoological, botanical, geographical, scientific interest, features of landscape with geological and physiographical value in Kenya. The membership is open to registered International Non-Governmental (INGO), Non-Governmental (NGO), Civil Society (CSO) and Community Based Organizations (CBO) involved in the wildlife, environment and natural resources management that demonstrates a commitment to the Alliance objectives and Charter. The Alliance governance structure consists of Board of Directors responsible for oversight, advisory and a secretariat in charge of day-to-day operations and management of the Alliance Activities.

In a world where multiple, inter-linked threats to conservation are on the rise, our mission remains urgent and our model more relevant than ever. To do this, CAK developed a new strategic plan and this communications strategy seeks to bring to life the ambition of the strategic plan.

The new strategic plan places CAK on a pathway to being a voice of direction not only to members but to the wider national, regional and international conservation community. This communication strategy takes this challenge on by defining how the strategic narrative of CAK, its communication objectives, its audiences and methods of engagement and a forecast of its immediate, medium term and long-term communication interventions.

The preparation of this strategy followed a joint consultative process with the participation of CAK staff and main stakeholders, as well as benefitting from the expertise and advice from the wider public through a public survey. Data for the study was collected via quantitative approach with Computer Assisted Web Interviewing (CAWI) data collection method being adopted. CAWI is a data collection method that allows for a link to be shared with the target respondents via their email accounts then the target respondents click on the link and respond to the thematically ordered questions. Some of the key areas that the questionnaire focused on included: respondents demographics, knowledge of CAK, branding, Public Relations (PR), Advocacy and Communications delivery. Data was analyzed using SPSS. Frequency distribution tables were generated to assist with charting and report writing.

In summary, this strategy identifies CAK’S core narrative as driving **Advocacy, Justice and Good Governance of Conservation in Kenya**. This will be achieved through 3 strategic objectives that touch on building legitimacy for the CAK brand, identity and mandate nationally, cultivating multi-stakeholder engagements to address conservation deficits and positioning CAK’s thought leadership to inform public discourse and policy action. While acknowledging that presently, CAK’s communication staffing is lean, this communication strategy defines the scope of this strategy in 4 broad areas that necessitate adequate staffing arrangements to cover CAK Brand positioning and reputation management, management of campaigns and stakeholder relations, management of broadcast media, digital and online engagement and management of archival, audio visual and photography assets.

## LOCATING STRATEGIC COMMUNICATIONS IN KENYA’S CONSERVATION SECTOR



Globalization coupled with the realities of climate change continues to impact on biodiversity and wildlife conservation. On one hand, the ubiquitous nature of information and growth of wildlife and tourism related enterprises continue to increase revenues to governments while on the other hand, urbanization and the sophistication of wildlife related organized crime continues to pose significant existential threats to the wildlife conservation and sustainability agenda.

Several global, continental and national frameworks have been advanced to address the above challenges. Adopted by all UN member states at the United Nations Sustainable Development Summit in New York on 25 September 2015, Agenda 2030 features 17 Goals known as the Sustainable Development Goals (SCEOs) and 169 targets, designed to instigate action on issues of “critical importance for humanity and the planet”. SCEO 15 on life on land speaks to the need to Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.<sup>1</sup>

At the regional level, Agenda 2063 is a 50-year strategic framework with the main objective being to guide Africa’s development for the next half-century towards transforming the continent into the global powerhouse of the future. The continent’s strategic framework aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of the Pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and African Renaissance. Aspiration 1 on achieving a **Prosperous** Africa, based on Inclusive Growth and Sustainable Development has identified in goal 7 the need to have environmentally sustainable and climate resilient economies and communities.<sup>2</sup> In practical terms, this will include Sustainable natural resource management and Biodiversity conservation,

<sup>1</sup> <https://unstats.un.org/sdgs/report/2020/goal-15/>

<sup>2</sup> <https://au.int/en/agenda2063/goals>

Sustainable consumption and production patterns, Water security, Climate resilience and natural disasters preparedness and prevention and Renewable energy. However, Goal 7 cannot be taken in isolation of Goals 5 and 6 that speak to Modern Agriculture for increased productivity and production and Blue/ ocean economy for accelerated economic growth respectively.

At the national level, the National Wildlife Strategy 2030<sup>3</sup> identifies the threats and weaknesses facing sustainable wildlife conservation and related economic contributions. On one hand is the call for a revitalized wildlife governance leadership establishment that works carefully around harmony between the various state and non-state actors. On the other hand, is the call for increased citizen awareness and involvement on conservation action that will provide the necessary goodwill to deliver the strategic plan. In the wildlife and conservation context, communications has often been constructed and delivered as subservient to either administrative sanctions i.e the enforcement of the Kenya Wildlife Service Act or within the promotion of Kenya as a tourism market destination. Within this framework, a number of approaches have been dominant. First, there is the **framing of conservation protection as a mandatory compliance requirement from local communities** either hosting or bordering wildlife parks and protected areas.

The non-reciprocity messaging has been dominant from the Kenya Wildlife Service and the Ministry of Tourism and Wildlife and the various State and non-state actors in the tourism value chain. While the tone and delivery has largely been focusing on compliance, the counter effect has been to marginalize legitimate voices by local communities and at the same time deny communities the legitimacy of reaching to mainstream media outlets to raise their concerns. As a result, communities have continued to shy away from engaging in informed public discourse on wildlife protection and perceive to be a zero benefits engagement that should be left to KWS and the Government alone.

The second approach has been the **increasing commoditization of tourism products at the expense of conservation** that could be sustainable especially in current times when global pandemics disrupt international travels. Kenya’s tourism industry is driven by the attraction of tourists to the country’s rich flora and fauna. According to the Ministry of Tourism, it is estimated that travel and tourism sector is one of the key economic drivers in Kenya generating 8.8% of the country’s GDP, worth USD 7.9 billion in 2019. This is a sizeable contribution to Government revenues and livelihoods in the country. Even with these vast revenues generated by tourism annually are not sufficient in themselves to ensure the conservation of the flora and fauna on which the industry greatly depends on. From a communications perspective, the focus on tourism as the core product and not conservation implies to foreign travelers that conservation is secondary to their expenses and thus there is an emphasis of revenues from gate entry fee, lodge and other concession fees such as event management, filming etc. The downside of this model is that core external facing marketing efforts do not attract donor and charity funding from tourists that could be channeled to conservation efforts. Moreover, the Catering, Levy and Tourism Development Fund tax that is added on to the hospitality industry has no direct percentage that goes to conservation efforts. This thus leaves a big funding gap for conservation activities in the country and places conservation messaging and advocacy on the hands of a few international and local non-governmental organizations.

The third approach that has gained traction over the years is the **externalization of conservation legitimacy**. While externally led conservation organisations have emerged to rally global philanthropy towards the conservation agenda, a review of their communications reveals messaging that primes their centrality displacing community voices and a collective focus on the entire wildlife and tourism sector. This is achieved by focusing on eurocentric platforms of communications, mounting marketing campaigns in Western capitals and a general neglect of local spaces and platforms for engaging citizens and host communities.

3 <http://repository.kippira.or.ke/handle/123456789/1839>

SWOT Analysis

Survey findings indicate a need for CAK to strengthen its visibility, impact and membership unique strengths and expertise. To contextualize this, A SWOT analysis captures the core strategic communication gaps and opportunities.

Strengths	Strategic Communication Leverage
<div>✓ Membership alliance with over 160 community-based organizations covering broader wildlife, conservation and tourism issues.</div> <div>✓ Autonomous alliance registered as a company limited by guarantee.</div> <div>✓ Fully Kenyan conservation alliance at Board and Secretariat Level.</div> <div>✓ Sector recognition and goodwill</div> <div>✓ Strong sectoral working relationship</div> <div>✓ Strong donor support</div> <div>✓ Sector knowledge &amp; expertise</div> <div>✓ Unifying voice for the sector</div> <div>✓ Strong Governance structure</div> <div>✓ Good record of service delivery</div> <div>✓ Solid regional and international membership</div> <div>✓ Strong negotiation and bargaining power</div>	<div>✓ CAK has been limited in scoping the relative advantages and reach each member of the alliance brings in regard to communications assets, resources, networks and contacts. Furthermore, its registration status allows it to dispel the fear of Government victimization when messaging to potential partner and even enter into profit making ventures consistent with its mandate for financial sustainability as it is not subject to restrictive conditions imposed by the NGO Coordination Board that is currently under the Ministry of interior and Coordination of National Government.</div> <div>✓ CAK can consider expanding its membership to include associate members of key private sector players committed to its ideals and charter.</div> <div>✓ CAK should leverage on being a fully Kenyan alliance at board and secretariat level and drive a national conversation brand that compels citizens, donors and members to support its core mission and vision.</div> <div>✓ Due to its overarching alliance capacity, CAK has an opportunity to shape its external communications through this alliance lens.</div> <div><b>Case Study:</b> Successful organizations that have created and thrived from an organized collective membership messaging approach include the Kenya Pilots Association and the Kenya Medical Practitioners Union.</div>





<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>✓ Lack of a single cohesive narrative on conservation matters in Kenya.</li> <li>✓ Lack of staff and resources to deliver alliance communications mandate.</li> <li>✓ Prominence of government and western affiliated entities messaging on conservation priorities.</li> <li>✓ Limited technical capacity in terms of conservation communications, cooperation and funding members to undertake joint or singular impactful communication related activities.</li> <li>✓ Limited ability to enforce compliance among members towards high brand risk activities to the wider alliance.</li> <li>✓ Intra alliance visibility competition among members</li> <li>✓ Weak coordination between conservation actors on media and public engagement.</li> <li>✓ Lack of a collective platform for non-conservation stakeholders to share common areas of interest and win for conservation</li> <li>✓ Encroaching taxation, private sector interests, counterproductive conservation and Government policy direction</li> <li>✓ Lack of actuarial mapping of conservation and biodiversity resources</li> <li>✓ Disjointed Climate change advocacy and engagement</li> </ul>	<p><b>Strategic Communication Leverage</b></p> <ul style="list-style-type: none"> <li>✓ CAK is in a good position to rally its members, the public, Government and conservation donor entities behind a single cohesive narrative around the interlinkages of advocacy, justice and good governance in conservation matters in Kenya e.g. Wildlife corridors, road kills and development in protected areas.</li> <li>✓ CAK channeling its collective internal and external messaging around this campaign will not only provide opportunity for non-conservation stakeholders to contribute to the conservation cause but also, rally voices and action against punitive/counterproductive legislation and the risk of taxation overreach.</li> <li>✓ The possibility of CAK Foundation/Endowment Fund also offers an opportunity to change the messaging around conservation fundraising from a disempowerment of local communities to one of agency, dignity and justice.</li> </ul> <p><b>Case Study:</b> Greenpeace Rang Tan Campaign: <a href="https://www.creative-brief.com/agency/mother-london/case-studies/rang-tan">https://www.creative-brief.com/agency/mother-london/case-studies/rang-tan</a></p>
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<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>✓ Strategic contribution to Treasury mapping of taxation and incentives to the wildlife, tourism and conservation sector.</li> <li>✓ Positioning of CAK Thematic areas as technical working groups.</li> <li>✓ Harvesting best practices, inspiring stories and evidence from Member's activities through an improved Member reporting mechanism.</li> <li>✓ Availability of technological tools that can facilitate mass dissemination of information (online platforms, broadcast media stations, 24-hour channels, live broadcasting and interactive social media platforms.)</li> </ul>	<p><b>Strategic Communication Leverage</b></p> <ul style="list-style-type: none"> <li>✓ An opportunity exists for CAK to fashion and amplify its visibility, impact by establishing <b>an annual conservation sector wide conference</b> and leveraging on the visibility and influencing dividends gained from the same.</li> <li>✓ The positioning and branding of thematic areas as specialist sector groups will furthermore strengthen knowledge and evidence that is crucial in policy and partnerships engagements</li> <li>✓ The possibility of a revised and interactive member reporting system will strengthen the content of CAK communications that can respond to queries and seize emerging media opportunities.</li> </ul> <p><b>Case Study:</b> The KIPPRA Annual Regional Conferences present an opportunity to deliberate on public policy issues while gaining media mileage and regional visibility. CAK should consider (co)-hosting forums that bring to the fore multidisciplinary approaches towards tackling common and emerging conservation challenges and invite both sector and non-sector players who have stakes in the conservation value chain.</p>
<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>✓ Political instability/interference during elective cycles</li> <li>✓ Encroaching private sector, leisure and sporting activities in protected areas.</li> <li>✓ Over-reliance on donors for funding of key activities</li> <li>✓ Negative perception of CAK's work/mandate by members who tend to be territorial</li> <li>✓ Daunting credibility about conservation credibility when cases of corruption, collusion or white privilege emerge.</li> </ul>	<p><b>Strategic Communication Leverage</b></p> <ul style="list-style-type: none"> <li>✓ CAK has a chance to develop resilient models for members to be prepared to transition during electoral cycles and engage with new National and County regimes. Such messaging opportunities start alongside the essential political planning for elections and become opportunities to shape discourse about good governance on conservation issues starting with legislative elections in protected areas and leading to Presidential Debates.</li> <li>✓ CAK can document and amplify the work of its members keen on indigenous conservation approaches to counter the perception of white privilege that tends to scar local citizens and native's engagement in conservation activities.</li> </ul> <p><b>Case Study:</b> Partnership with political entities such as the Centre for Multiparty Democracy could offer CAK the entry to harvesting the public and media limelight during highly charged political and electoral seasons. CAK communications should also be creative to weave conservation issues in broader public discourse and retain its top-of-mind awareness and SEO ranking on advocacy, justice and good governance on conservation matters in Kenya.</p>



## Operationalizing Strategic Objectives

CAK's approach to communications is guided by three interlinked strategic objectives.

### Strategic Objective 1: Build legitimacy for the CAK brand, identity and mandate nationally

*Legitimacy means positive receptivity, acceptance and goodwill with Government agencies, international and local conservation sector players as well as the public.*

APPROACH	<ol style="list-style-type: none"> <li>1. Establish a clear visual identity of CAK through a rebranding campaign. <i>This shall be achieved through a new brand manual, look and feel replicated across internal and external communication products and branding.</i></li> <li>2. Position CAK as the referral centre to Government, Private Sector and Media inquiries on Conservation. <i>This will be achieved during the rebranding campaign and across CAK programme interventions.</i></li> <li>3. Enhance wider visibility of Alliance activities. <i>This will be achieved through enabling members to be brand ambassadors and co-host events together with secretariat.</i></li> </ol>
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### Strategic Objective 2: Cultivating multi-stakeholder engagement to address conservation deficits.

*CAK drives multi-sectoral stakeholder dialogues and partnerships to unlock policy inconsistencies and incoherence around Kenya's Conservation agenda.*

APPROACH	<ol style="list-style-type: none"> <li>1. Ensure proper articulation of mandate, vision and mission to Government: <i>This shall be achieved through structured courtesy calls to share the new strategic plan.</i></li> <li>2. <b>Position CAK as the lead agency in supporting and hosting public participation interventions on conservation sector:</b> <i>This shall be achieved through positioning the work of members and thematic working groups in county, local communities and public forums.</i></li> <li>3. Eliminate and mitigate reputational risks: <i>This shall be achieved through proactive management of risks using a crisis communication protocol.</i></li> </ol>
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### Strategic Objective 3: Positioning CAK's thought leadership to inform public discourse and policy action in Kenya.

*CAK's Thought Leadership through a vibrant knowledge management/research agenda will be disseminated and gain wider visibility to inform public discourse and policy action.*

APPROACH	<ol style="list-style-type: none"> <li>1. Enhance Membership- Secretariat communications: <i>CAK shall put in place a membership communication portal, data management and amplification of best practices and success stories from members.</i></li> <li>2. Enhance Communications Capacity of CAK members: <i>CAK shall conduct a needs assessment and there after a calendar of skills training for members.</i></li> <li>3. Ensure visibility of CAK knowledge products: <i>CAK digital platforms- Website and social media handles will highlight diversity of knowledge products from members.</i></li> </ol>
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## Stakeholder Mapping: Internal Communications Platforms and Tools

Stakeholder mapping assists with prioritization of resources and provides a framework for targeted communications and engagement. CAK has identified the following key stakeholders.

Internal Stakeholders	Methods, Tools and Frequency Of Engagement
➤ <b>CAK Board:</b> High level officials with oversight of CAK mandate	<p><b>Purpose:</b> To communicate progress in CAK strategic plan implementation and emerging issues.</p> <p><b>Engage continuously through:</b></p> <ul style="list-style-type: none"> <li>➤ High level Board level presentations.</li> <li>➤ White papers and memorandums.</li> <li>➤ Summarized analysis of impending legislations</li> <li>➤ Summarized analysis of international commitments/ treaties and conventions that influence Conservation.</li> </ul>
<p>➤ <b>CAK Staff and consultants:</b></p> <p>All staff of CAK including consultants undertaking work on behalf of CAK</p>	<p><b>Purpose:</b> To shape employee on boarding and induction in order to achieve understanding of CAK mandate and communication policy.</p> <p><b>Engage continuously through:</b></p> <ul style="list-style-type: none"> <li>➤ Employee Polls to obtain Staff feedback</li> <li>➤ Employee Social Network Platforms e.g Facebook @Workplace, Teams etc.</li> <li>➤ Training &amp; Reflection Workshops</li> <li>➤ Monthly CEO staff briefings</li> <li>➤ Monthly employee blog posts</li> </ul>
➤ <b>CAK Members</b>	<p><b>Purpose:</b> To effectively communicate the importance of each members role in enabling CAK achieve its mandate.</p> <p><b>Engage continuously through:</b></p> <ul style="list-style-type: none"> <li>➤ CAK Digital: Website, social media handles, Membership Portal and Online repository of members reports and knowledge publications</li> <li>➤ Quarterly Members Newsletter</li> <li>➤ CAK outreach meetings and partnerships</li> </ul>



## Stakeholder Mapping: External Communications Platforms and Products

Stakeholder	Methods, Tools and Frequency of Engagement
<b>All Stakeholders</b>	<ul style="list-style-type: none"> <li>➤ Annual conservation sector wide conference</li> <li>➤ CAK Digital: Website, social media handles</li> </ul>
<b>Government</b> <ul style="list-style-type: none"> <li>❖ Office of the Presidency,</li> <li>❖ The Cabinet</li> <li>❖ Office of the Minister</li> <li>❖ Ministry of Tourism</li> <li>❖ Kenya Wildlife Service</li> <li>❖ Legislature</li> <li>❖ County Governments</li> <li>❖ Allied Ministries and State Departments</li> </ul>	<p><b>Purpose:</b> Provide a positive image about the contribution of CAK to the work of elected and appointed officials with legitimate authority to make high-level decisions within Kenya that impact on Conservation.</p> <p><b>Engage continuously through:</b></p> <ul style="list-style-type: none"> <li>➤ Submission of memorandum on public interest matters in relation of conservation</li> <li>➤ Courtesy Calls and participation in public forums meetings.</li> <li>➤ CAK Digital: Website, social media handles</li> </ul>
<b>Conservation Sector Enthusiasts</b> <ul style="list-style-type: none"> <li>❖ Private Sector</li> <li>❖ Community Lobby Groups</li> <li>❖ Professional Bodies cross cutting with the conservation sector</li> <li>❖ National and international Think Tanks</li> <li>❖ TVET Colleges and Universities</li> <li>❖ Coalitions, Alliances &amp; Networks</li> </ul>	<p><b>Purpose:</b> To communicate the importance of partnership with CAK in achieving win-win gains in the conservation sector.</p> <p><b>Engage continuously through:</b></p> <ul style="list-style-type: none"> <li>➤ CAK Media Engagement: Press releases, media interviews, opinion pieces, sponsored advertorials, documentaries, TV &amp; Radio programmes etc</li> <li>➤ Targeted Advocacy Campaigns</li> <li>➤ CAK Digital: Website, social media handles</li> </ul>
<b>International Organizations resident in Kenya &amp; Diplomatic establishments</b>	<p><b>Purpose:</b> To communicate the advantages CAK is making in Kenya's Conservation sector.</p> <p><b>Engage continuously through:</b></p> <ul style="list-style-type: none"> <li>➤ Formal written correspondence.</li> <li>➤ USAID network of implementing partners</li> <li>➤ Engagement in regional and international Forums</li> <li>➤ Targeted advocacy campaigns</li> <li>➤ CAK outreach meetings and partnerships</li> <li>➤ CAK Digital: Website, social media handles</li> <li>➤ CAK Media Engagement: Press releases, media interviews, opinion pieces, sponsored advertorials, documentaries, TV &amp; Radio programmes etc</li> </ul>

### Media Outlets & Digital influencers

**Purpose:** To ensure proactive communication that weakens the legitimacy of those opposed to conservation and generate support to CAK interventions.

#### Engage continuously through:

- Targeted trainings and collaborations with sector associations, events and conferences e.g Media Council Awards, Editors Guild Conferences, Bloggers Awards ran by Bloggers Association of Kenya etc.
- Interactions and response to inquiries on social media platforms
- CAK Media Engagement: opinion pieces, sponsored advertorials, documentaries, TV & Radio programmes etc
- Social Media ambassadors

### General Public

**Purpose:** To inform on ongoing developments in conservation sector and to drive behaviour change.

#### Engage continuously through:

- CAK Media Engagement: Live media coverage, News Coverage, Co- sponsorship with members of documentaries, TV & Radio programmes etc
- County/Community outreach meetings
- CAK Digital: Website, social media handles
- Public Mobilization and Campaigns especially around international days relevant to conservation sector





## Monitoring and Evaluation of the Communications Strategy

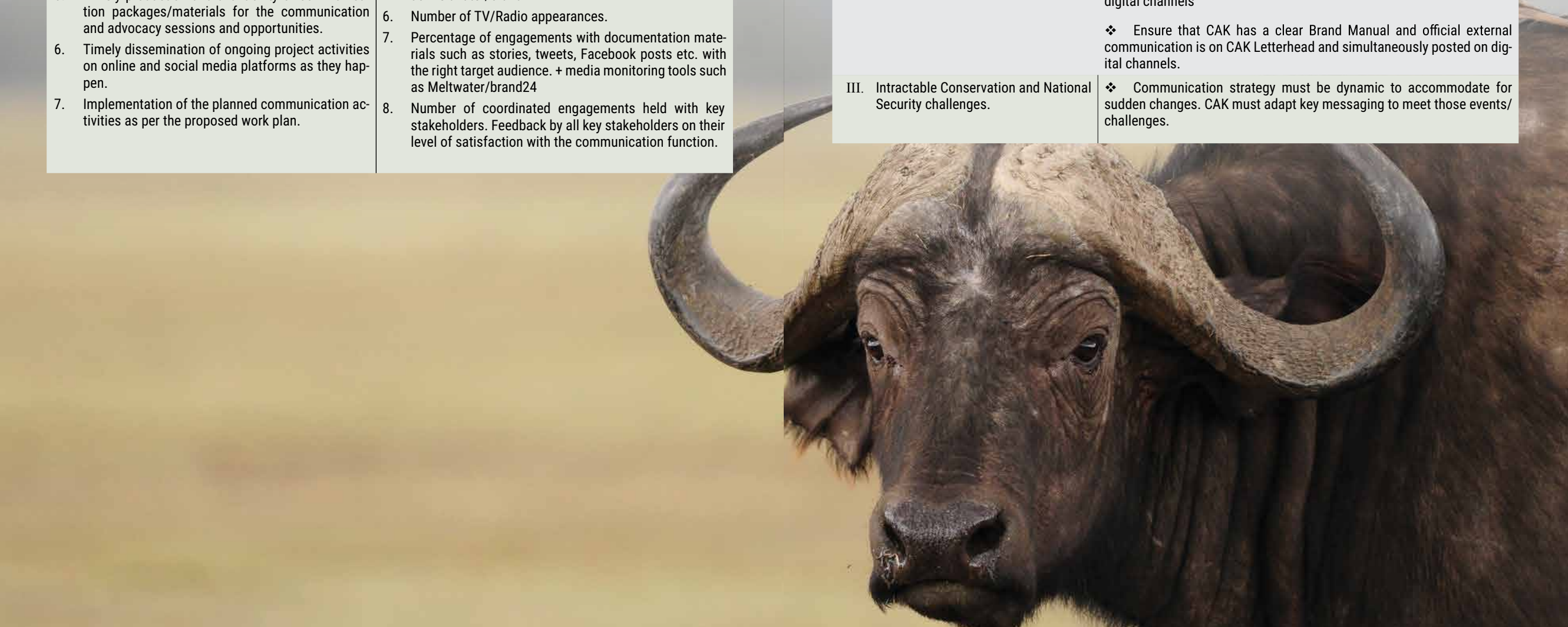
Monitoring and evaluation of this communications strategy will be a combination of the two approaches: quantitative and qualitative to provide a case of aligning to new trends in communication and advocacy and as unit of measuring value for money. CAK communication strategy will be monitored and evaluated through examining the following indicators:

UNITS OF MEASURE	INDICATORS OF ACHIEVEMENT
1. The extent to which the strategy responds to the information needs of the target audience(s).	1. Increase/decrease in visibility and awareness of CAK mission, vision, mandate and decisions.
2. How coherent the tools and messages are with the objectives of the strategy, with each other and with other existing initiatives.	2. Establishing the impact and reach of CAK communication activities and products- Top of mind awareness, recall etc
3. How effective the strategy is, in improving awareness and knowledge about the CAK goals and objectives.	3. Establishing emerging gaps in target audiences and channels to align CAK communication priorities.
4. The extent to which the strategy contributes to better coordination of information and communication among all the key stakeholders.	4. Number of documentation outputs such as stories from the field, discussion papers etc done and disseminated to the right audiences.
5. Timely production and availability of communication packages/materials for the communication and advocacy sessions and opportunities.	5. Social media analytics + media monitoring tools such as Meltwater/brand24
6. Timely dissemination of ongoing project activities on online and social media platforms as they happen.	6. Number of TV/Radio appearances.
7. Implementation of the planned communication activities as per the proposed work plan.	7. Percentage of engagements with documentation materials such as stories, tweets, Facebook posts etc. with the right target audience. + media monitoring tools such as Meltwater/brand24
	8. Number of coordinated engagements held with key stakeholders. Feedback by all key stakeholders on their level of satisfaction with the communication function.

## Communication Risks and Approach to Crisis Communications

Crises in the context of CAK are any unplanned events that directly or potentially threaten the achievement of the project outcomes. Crises could either arise from internal factors such breakdown in communication between/among the key partners or external factors that are beyond the CAK's control. Crises can be divided into major crises and minor crises, and both are capable of causing harm and hampering the achievement of the CAK'S objectives. How these crises situations are handled plays a big role in the success of this project. Evidence indicates good communication in a crisis can buttress the risks and reputation of organizations while poor communication can profoundly achieve the opposite.

Communication Risks	Mitigation
I. Reputation risks related to CAK Staff implicated in situations of questionable character, lack of integrity or criminality	<ul style="list-style-type: none"><li>❖ Increase members training on the reputational risks to overall CAK Brand.</li><li>❖ Strengthen oversight and audit systems to ensure that there is no room for negative publicity</li><li>❖ Develop incident review, assessment and response team approach to handle reputational exposes</li></ul>
II. Spin and fake news around conservation events/incidences.	<ul style="list-style-type: none"><li>❖ Targeted messaging via popular more wider reaching communication channels including broadcasting through radio, social media and digital channels</li><li>❖ Ensure that CAK has a clear Brand Manual and official external communication is on CAK Letterhead and simultaneously posted on digital channels.</li></ul>
III. Intractable Conservation and National Security challenges.	<ul style="list-style-type: none"><li>❖ Communication strategy must be dynamic to accommodate for sudden changes. CAK must adapt key messaging to meet those events/challenges.</li></ul>

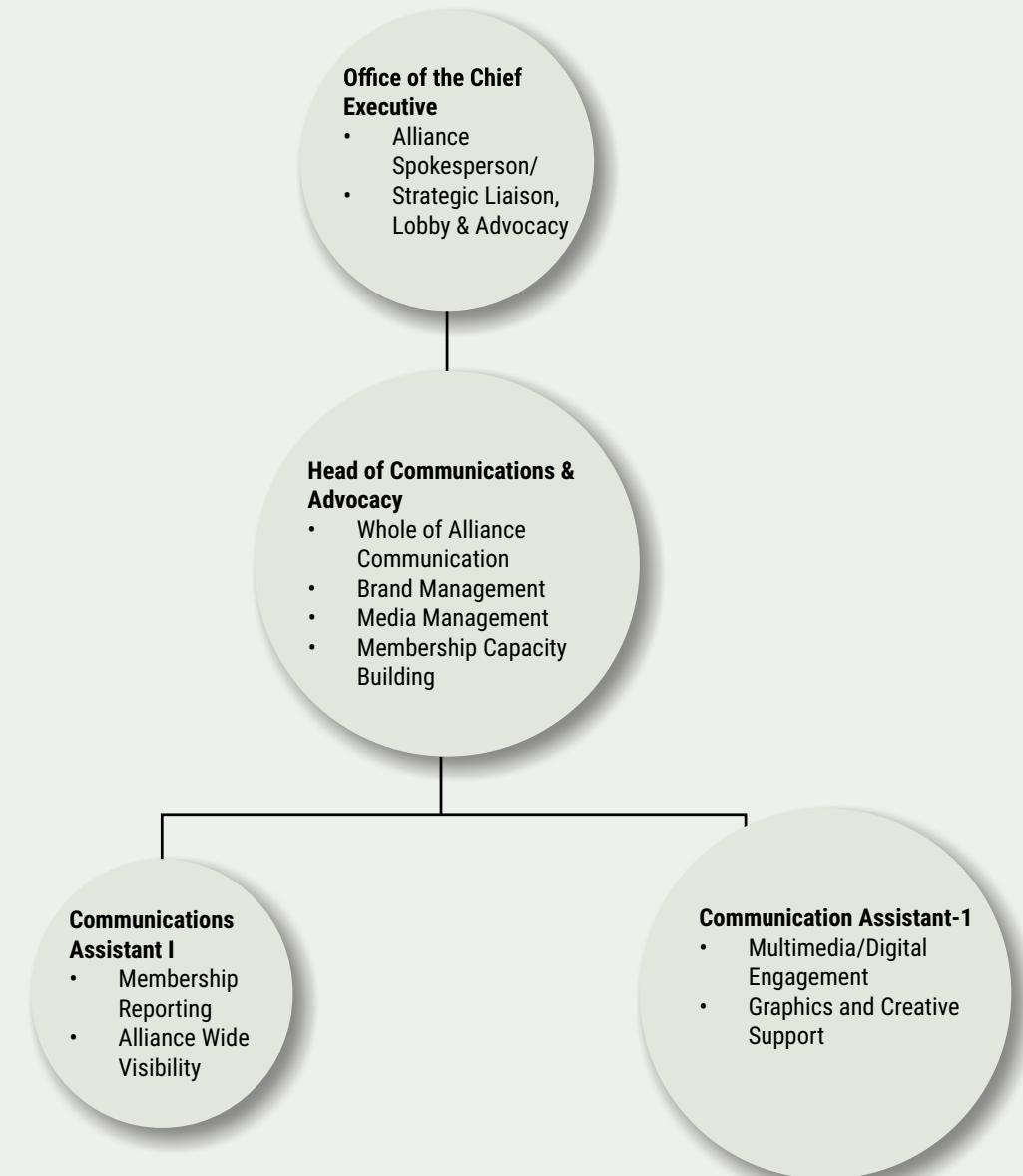


The following is an outline for the CAK's approach to crisis management:

THE WHAT	THE HOW	WHO
<b>Crisis Planning</b>	<ul style="list-style-type: none"> <li>❖ Crisis communication planning is best undertaken before a crisis occurs</li> <li>❖ Crisis planning is integrated within the risk matrix of planning and reviewing processes for all CAK activities.</li> </ul>	❖ CAK Senior Management Team
<b>Crisis Profiling</b>	<ul style="list-style-type: none"> <li>❖ The Head Of communications is part of the crisis management team as early as possible to enable timely communication responses and assemble all facts regarding the situation from various sources.</li> <li>❖ The Crisis will be analyzed and profiled into five key parameters: <ul style="list-style-type: none"> <li>a.) Nature of crisis,</li> <li>b.) probability of occurrence,</li> <li>c.) Risk and impact on the project,</li> <li>d.) Crisis management plan,</li> <li>e) Who is responsible for action,</li> <li>f) Timeliness of response</li> </ul> </li> </ul>	❖ Senior Management Team
<b>Crisis Management</b>	<ul style="list-style-type: none"> <li>❖ During crisis management the CAK CEO or his/her designate shall follow the 5Cs model in framing the communication response to the crisis: <ul style="list-style-type: none"> <li>a.) <i>Concern – demonstrate concern and sympathy about the situation.</i></li> <li>b.) <i>Clarity – present a clear message devoid of ambiguity.</i></li> <li>c.) <i>Control – take control of the message, the situation, environment and venue.</i></li> <li>d.) <i>Confidence – get the message across confidently as the expert at the time; and</i></li> <li>e.) <i>Competence – demonstrate competence by presenting facts and messages right</i></li> </ul> </li> </ul>	❖ CEO and Head of Communications and Advocacy
<b>Crisis Reporting</b>	<ul style="list-style-type: none"> <li>❖ Depending on the nature of the crisis, efforts should be made to address internal stakeholders on the crisis and necessary assurances provided.</li> <li>❖ In addition to addressing the public through traditional media channels, social media should also be utilized effectively during crisis situations.</li> </ul>	❖ CEO and Head of Communications and Advocacy

## Structure of Communications and Advocacy Department

This strategy proposes the creation of a distinct Communications and Advocacy department directly reporting to the Chief Executive officer tasked with the implementation of this communications strategy. Such a department could have the following staffing approach and expand with time in future.





## Proposed Implementation Plan

YEAR	2022	2023	2024	2025	2026
<b>KEY ACTIVITIES</b>	<b>ROLL-OUT OF STRATEGY</b>	<b>CAK Rebranding</b>	<b>Strategic Plan Delivery</b>	<b>MID-TERM REVIEW</b>	<b>END-TERM EVALUATION</b>
	Building Communications Capacity for CAK members.  <b>Success Measures</b> ✓ Communication Strategy Validated & Adopted. ✓ Approval of communication protocols and accountability for Staff. ✓ Development of CAK Visual Identity ✓ Social Media platforms updated. ✓ Media activities calendar and Media Directory developed. ✓ Public Engagement activities calendar developed and sequenced	Rolling out of CAK rebrand alongside wider visibility of the Strategic Plan.  <b>Success measures</b> ✓ Promotional IEC materials developed and disseminated ✓ Engagement on broadcast channels -Radio and TV including local stations. ✓ Traffic and engagement on social media platforms. ✓ Increased attendance of public meetings. ✓ Increased media coverage of CAK activities.	Rolling out of CAK rebrand alongside wider visibility of the Strategic Plan.  <b>Success measures</b> ✓ Promotional IEC materials developed and disseminated ✓ Sustained engagement on broadcast channels -Radio and TV including local stations. ✓ Increased traffic and engagement on social media platforms. ✓ Increased attendance of public meetings. ✓ Increased media coverage of CAK activities.	Taking stock of the progress on the implementation of the Communication Strategy and making necessary adjustments.  Adjustments to improve both internal and external communication.  <b>Success measures</b> ✓ Progress ✓ Effectiveness ✓ Efficiency	Documentation of achievements, lessons, and impact of the communications strategy.  <b>Success measures</b> ✓ Achievements/Awards ✓ Lessons ✓ Impact ✓ Member Satisfaction

## Proposed Annual Work Plan for Communications and Advocacy Department

Action	Outcome	Responsible	Timeline
- Develop CAK branding Manual, replicate new feel, and look across all internal and external products.	- CAK Brand Manual - CAK Brand Refresh campaign - Training Members on new CAK identity collateral for joint branding	Communications and advocacy Manager	- Year I, Quarter I
- Conduct Member Communication and Advocacy Capacity needs assessments.	- Membership survey on communication and advocacy needs. - CV Database of members with communication expertise - Training Calendar developed to help raise the skills and capacities of members to articulate new CAK mandate and amplify their organization work	Communications and advocacy Manager	- Year I, Quarter I & II
- Review and update CAK Website complete with Membership Portal and update latest Knowledge products.	- Revamped CAK Website with key functions enabled such as membership portal and self-service options. - Updated Knowledge Hub/ Resources section with neat categorization of resources- Annual Reports, Studies/ Media Section etc.	Communications and advocacy Manager	- Year I, Quarter II
- Support Members to implement Targeted Advocacy Engagements.	- Support members to drive consistent campaign bringing in their diverse skills and expertise in hybrid communications around key public issue or around international days. ( Combine OPEDS/ SOCIAL Media Campaign/ TV & Radio interviews etc)	Communications and advocacy Manager	- Year I, Quarter III
- Review and collate Communications outcomes and outputs.	- Collate best practices and case studies of member communications outreach activities and engagements as part of CAK Annual Report	Communications and advocacy Manager	- Year I, Quarter IV

## CAK Communication Policy

### Distribution of Responsibilities

- The Chief Executive Officer is the highest authority with regard to communication on behalf of CAK.
- Communication with all stakeholders of CAK shall be overseen by the Communications and Advocacy Department.
- CAK employees who may in the course of their duties be approached by the media on any query shall be required to alert the Head of Communications and Advocacy who shall advise on how to appropriately handle the matter at hand.

### Designated Spokesperson

- Only the CEO or a person specifically authorized by the CAK CEO shall serve as an authorized spokesperson to speak on behalf of CAK.
- The CAK appointed spokespersons shall be individuals with the best experience and overview of relevant topics.
- Head of Communications and Advocacy shall facilitate the media engagements for all designated spokespersons.

### CAK Brand Guidelines

- The Head of Communications and Advocacy shall be responsible for setting and maintaining the Brand Manual, which broadly cover various aspects of CAK visual identity as well as coordinating with donors to reflect their branding requirements across CAK products.

### Digital Media Presence

- CAK shall maintain a website providing up to date information on its mandate and activities, as well as information useful to stakeholders.
- Media Releases, Crisis Communication and other dealings with the media
- CAK shall use any suitable public modes of communication to clarify and inform external stakeholders of required information.
- The CEO shall approve all responses to the media before being shared out to the media. Head of Communications and Advocacy shall then either respond on CEO's behalf or assist in identifying the appropriate person from CAK to handle the response.
- All CAK staff shall be trained when using electronic communications to minimize harm and risks and avoid unintended dissemination of confidential information.

### Public Statements of Personal Opinion

- CAK staff shall not be drawn into a discussion of fake news, leaks, rumors and speculations. Any staff who acts contrary to the terms of this policy shall assume personal liability for their actions and will face the appropriate disciplinary action.

## ANNEX I

### CAK Head of Communications and Advocacy- Job Description

The Head of Communications and Advocacy will report to the CEO and manage a team of staff charged with communications and public education functions. The primary objectives of the role are to:

- I. Review and implement CAK communications strategy in collaboration with the CEO and departmental heads and CAK staff.
- II. Identify priorities for developing shared communication strategies around CAK objectives, programming and aligning communications, and engagement efforts across the Conservation Advocacy, Justice and Good Governance awareness, enforcement and implementation.
- III. Manage day-to-day internal and external communications needs and support the Board and membership.
- IV. Streamline and manage content development for all print, broadcast and digital communications,
- V. Management of the Alliance website and intranet, email marketing, traditional and social media, and other systems or structures developed.
- VI. Lead and advice CAK CEO on crisis communications response and containment.
- VII. Streamlines staff with internal communication opportunities in close collaboration with CAK ICT department.
- VIII. Amplifies communications about members work on the social media, website and newsletters respectively.

The ideal candidate will hold a bachelor's degree in communications, journalism, public relations, marketing, finance, international relations, social sciences, or other related field from a recognized university and will have at least 10 years' experience in a strategic communications role, with at least 5 years at senior management level.



ANNEX II: KEY FINDINGS OF THE STUDY:

1.2 Knowledge and familiarity with CAK

1.2.1 Knowledge of CAK

At least half (50%) of the interviewed respondents mentioned that they know CAK very well or somewhat well, with (25%) stating that they know just a little about CAK. A small percentage (6%) mentioned that they know almost nothing about CAK with another (19%) mentioning that they do not know anything about CAK.

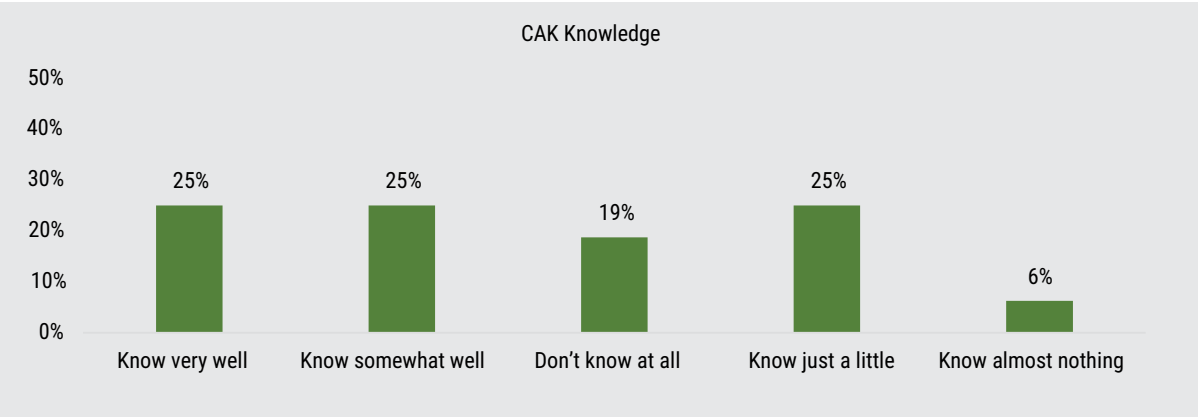


Figure 2: Knowledge of CAK

Q. How well would you say you know Conservation Alliance of Kenya (CAK) i.e., in terms of its mandate, goals, range of activities etc?  
Base=16

1.2.2 Knowledge of CAK thematic areas on conservation

Of the six CAK thematic areas on conservation, majority are aware of advocacy and lobbying (75%) followed by partnership and collaboration (47%) and human wildlife conflict management and wildlife crime (33%). Of great alarm is, not a single respondent knew about resource mobilization as one of CAKs thematic areas on mobilization. Figure below illustrates the findings.

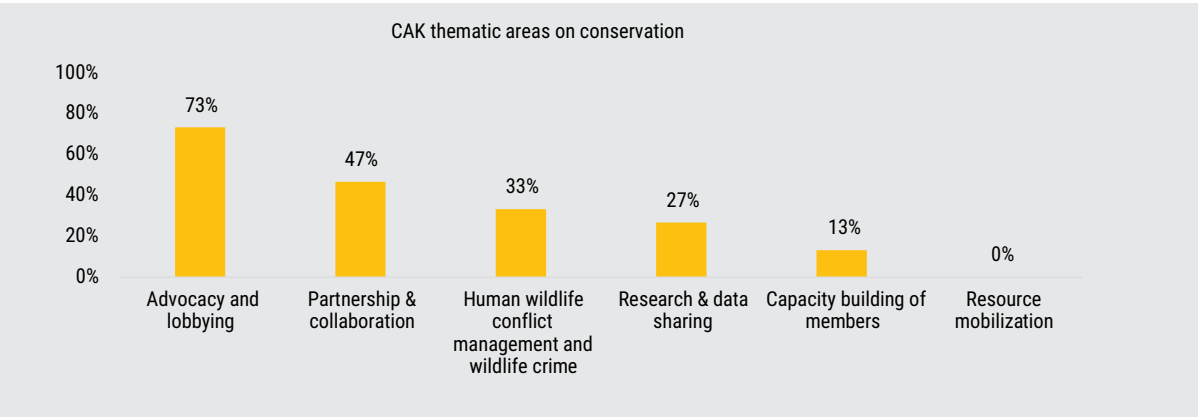


Figure 3: CAK thematic areas on conservation

Q. Which CAK thematic areas on conservation are you aware of?  
Base=16

1.2.3 Sources of information on CAK thematic areas on conservation

Major source of information on advocacy and lobbying is CAKs social media, while for partnership and collaboration, human wildlife, research and data sharing and finally capacity building of members is CAKs website.

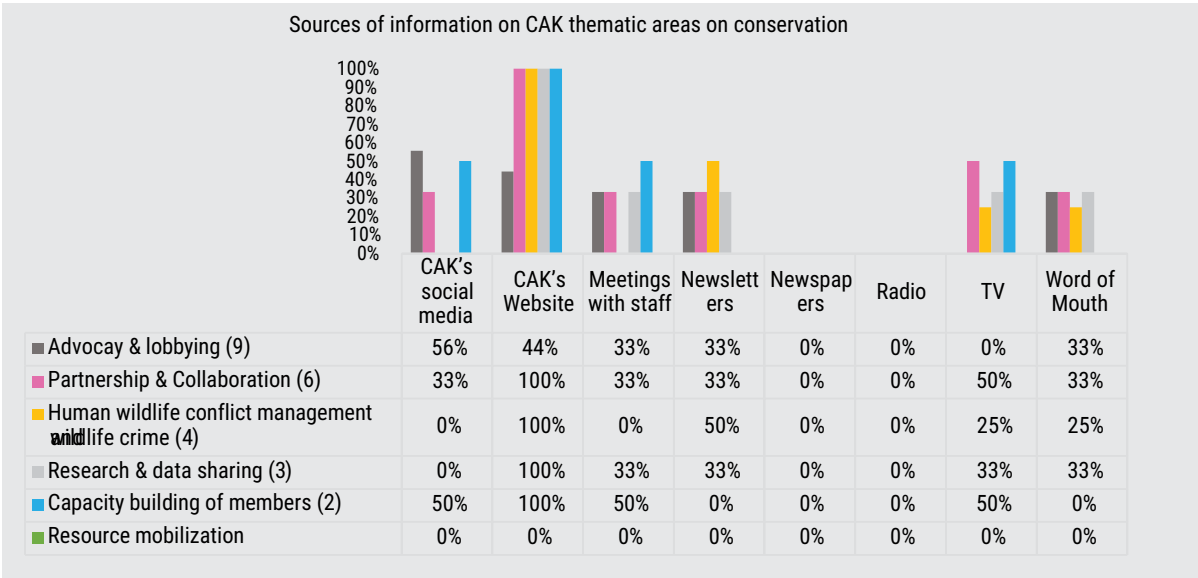


Figure 4: Information sources for CAKs thematic areas on conservation

Q. How did you come to know about Partnership & collaboration?  
Base=varying for each thematic area. Too small\*\*

Communications delivery

1.2.4 Interaction with CAKs communication materials

Close to two thirds of the respondents mentioned that they have interacted with CAKs communication materials. Below is a figure of the findings.

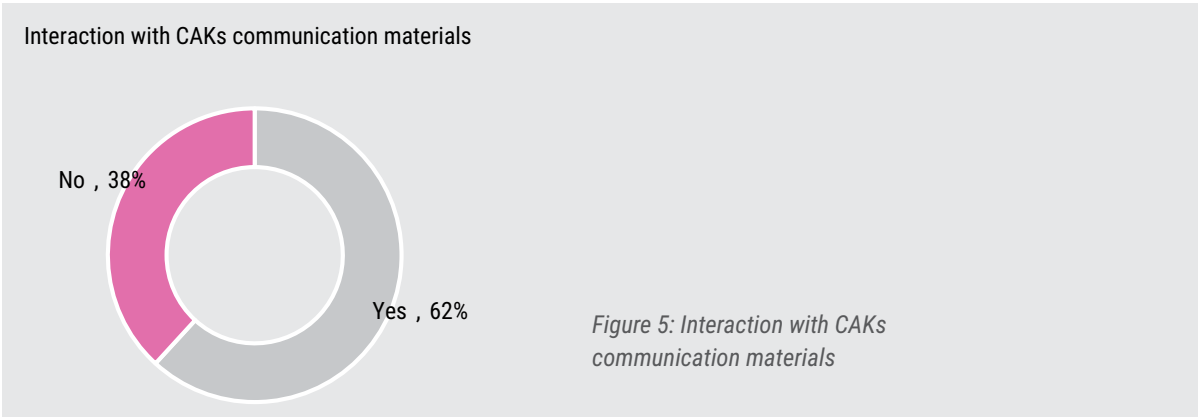


Figure 5: Interaction with CAKs communication materials

Q. Have you interacted with Conservation Alliance of Kenya (CAK) communication materials?  
Base=13

### 1.2.5 Rating of CAKs communication materials

Conservation sector wide forums were rated very good at (50%), it's the communication material that had the highest ratings for very good, followed by CAKs media and creative products also rated very good albeit at (13%). CAKs social media received the highest rating for good at (50%) followed by CAKs staff email, CAKs community/ county events and CAKs reports, all at (38%). Visiting of CAKs office had the highest rating on neutrality at (88%) followed by CAK community/ County events at (74%) then CAKs website (63%).

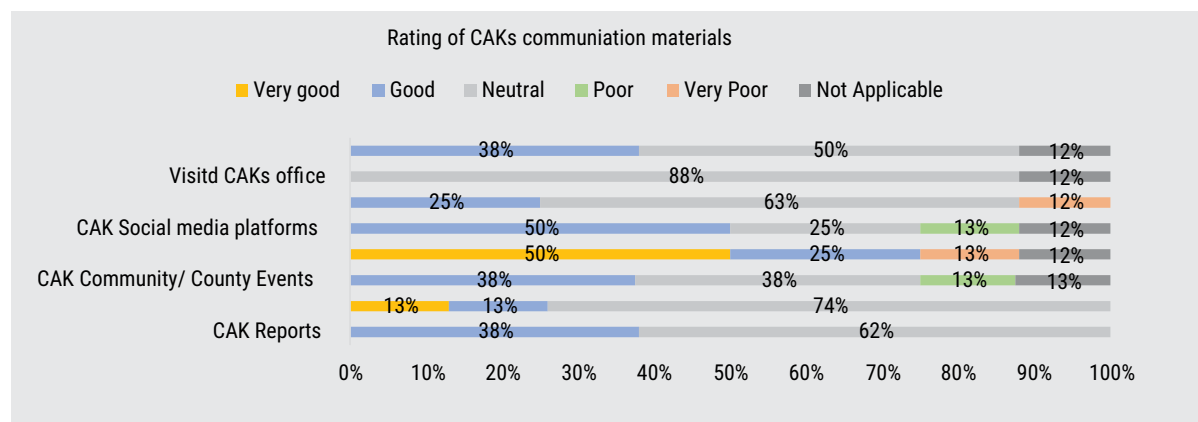


Figure 6: Rating of CAKs communication materials

Q. How would you rate the following communication materials from CAK?  
Base=8

### 1.2.6 Effective communication method

Top 3 effective ways of CAK outreach to the general public are: social media, CAK website, civic engagement forums and policy briefs. Cohesion magazine and workshops/ symposiums were the least mentioned communication methods. Figure below illustrates the findings.

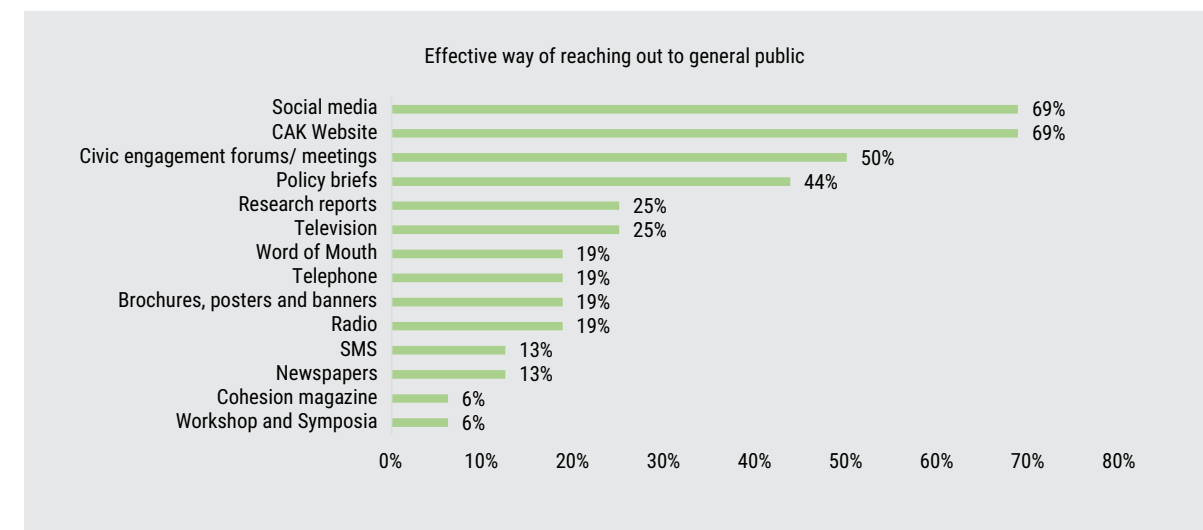


Figure 7: Effective communication methods

Q. In your opinion, what is the most effective way that CAK can reach out to general publics with information?





## **Contacts**

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