



**Privatisation  
Authority**

Unlocking Value, Enhancing Productivity

# Communication Strategy

2024 - 2027



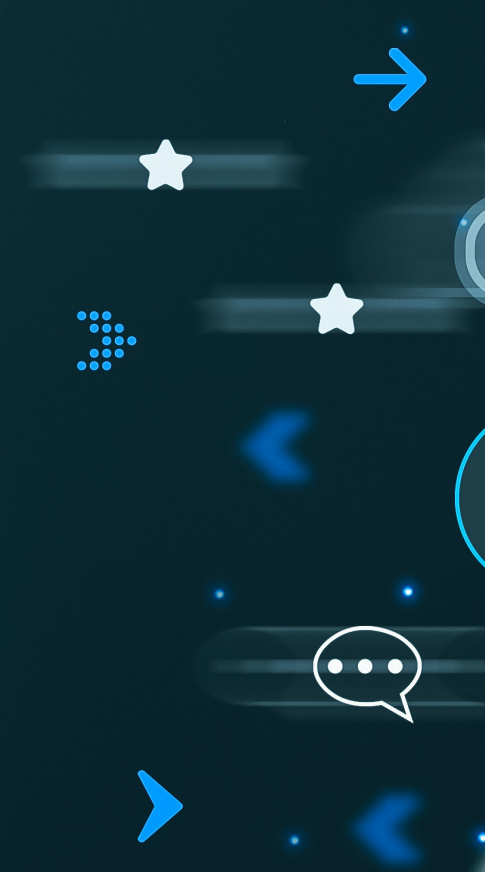


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# Foreword



As the Privatisation Authority embarks on a journey to enhance awareness, understanding, and support for its initiatives, I am pleased to present this comprehensive communication strategy. In today's dynamic landscape, effective communication is necessary in fostering stakeholder engagement and driving positive change. This strategy represents a collective effort to align our communication efforts with the Authority's mission, values, and objectives, while embracing innovative approaches to reach and resonate with our diverse stakeholders.

Communication is not merely about disseminating information; it is about building connections, fostering dialogue, and inspiring action. This strategy underscores our commitment to transparency, accountability, and inclusivity in all our communication endeavors. By leveraging a mix of traditional and digital channels, engaging stakeholders at every touchpoint, and staying true to our brand identity, we aim to create meaningful interactions that empower individuals and communities to actively participate in the privatisation process.

I extend my gratitude to all those who have contributed to the development of this strategy, from the dedicated staff members who provided invaluable insights to our esteemed stakeholders who shared their perspectives and feedback. Together, we have crafted a roadmap that will guide us in navigating the complexities of communication, overcoming challenges, and seizing opportunities to drive positive change.

As we embark on this journey, let us remain steadfast in our commitment to excellence, innovation, and collaboration. Together, we can amplify our impact, elevate our reach, and build a brighter future for privatisation in Kenya.

Warm regards,

A handwritten signature in black ink, appearing to read 'Faisal Abbas'.

**Faisal Abbas**  
Board Chairman



# Acknowledgement



On behalf of the Privatisation Authority, I extend our deepest appreciation to everyone who contributed to the formulation of this communication strategy. Your dedication and expertise have been invaluable in shaping this document.

I would like to express my gratitude to the various stakeholders, including government agencies, private sector partners, civil society organizations, and individuals, for their insightful inputs and unwavering support throughout this endeavor. Your collaboration has been essential in ensuring the success of our communication efforts.

I also extend a special recognition to the project team members who worked diligently to conceptualize and develop this strategy. Your tireless efforts and commitment to excellence have been instrumental in bringing this vision to fruition.

Finally, I would like to thank the broader community of stakeholders for their engagement and feedback, which have enriched our understanding and guided our decisions. With your continued support, we are confident that this strategy will effectively advance our objectives and contribute to the success of privatisation initiatives in our country.

Thank you once again for your contributions and dedication to this important endeavor.

Sincerely,

A stylized, handwritten signature in black ink, appearing to read 'JKOSKEY'.

**Dr. Joseph Koskey**  
Managing Director/CEO

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# Executive Summary

This document outlines a comprehensive communication strategy tailored to enhance public understanding and support for privatisation initiatives within Kenya. Through strategic messaging and targeted engagement, the strategy aims to foster a conducive environment for successful implementation and widespread acceptance of privatisation efforts countrywide.

Central to the strategy are three key objectives designed to resonate with diverse stakeholders: first, raising awareness of its role and the benefits of privatisation among stakeholders; second, increasing the efficiency and effectiveness of its communication by ensuring that all activities are closely linked to the mandate and where possible draw on existing support and resources; and third, encouraging greater participation of stakeholders in PA activities and ensuring that due consideration is given to cross-cutting issues in all communication and engagement activities.

To effectively disseminate messages to achieve these objectives, a multi-faceted approach will be employed, leveraging mainstream media platforms, digital channels, stakeholder workshops, and strategic partnerships. Engaging promotional materials, including brochures, posters, workshop materials, and digital content, will be developed to supplement communication efforts and reach diverse audience segments.

A robust monitoring and evaluation framework will underpin the communication strategy, enabling ongoing assessment of reach, engagement, and impact. Through surveys, feedback mechanisms, and performance indicators, the strategy will be continuously refined to optimize effectiveness and maximize outcomes.





# 1

## Introduction

### 1.1 About Privatisation Authority

The Privatisation Authority (PA) is a statutory body established under Section 8 of the Privatisation Act, 2023, Laws of Kenya. It replaced the defunct Privatization Commission following the repeal of the Privatization Act, 2005. The Authority's mandate is spelled out in the new Act and includes advising the government in privatisation matters for public entities, facilitating the implementation of government policies on privatisation, monitoring and evaluating compliance with privatisation, and implementing the privatisation programme, among other things.

### 1.2 The Authority's Communication Ecosystem

The success of any communication strategy relies on a thorough understanding of internal and external factors shaping its objectives and outcomes. This analysis entails

a comprehensive examination of the Privatisation Authority's current communication landscape, encompassing both internal strengths and weaknesses as well as external opportunities and threats. By scrutinizing stakeholder dynamics, competitive landscapes, and environmental factors, we aim to uncover insights vital for navigating the complexities of communication within the context of privatisation.

Through a mixed-methods approach, including quantitative and qualitative data collection methods, complemented by a desk review of pertinent documents, we delve into the perceptions of the Privatisation Authority's brand and the rationale behind its rebranding initiative. The target respondents include internal stakeholders such as employees and the Board of Directors, as well as external stakeholders like customers and media.

Analysis of both quantitative and qualitative data, utilizing software tools like STATA and Microsoft Excel, alongside thematic analysis of open-ended survey questions and desk review findings, reveals crucial insights into the current brand perceptions, rebranding expectations, stakeholder engagement strategies, and potential challenges faced by the Privatisation Authority.

### 2.2.1 Key Findings

- 1. Current Brand Perceptions:** While the brand's portrayal of Kenyan identity through its colors is acknowledged as a strength, stakeholders unanimously agree on the inadequacy of the current logo and tagline in effectively conveying the organization's purpose and distinctiveness.
- 2. Rebranding Rationale and Expectations:** Stakeholders emphasize the need for a visually appealing logo and dominant corporate colors, accompanied by a clear and compelling slogan that encapsulates the Authority's objectives and values. Clarity and simplicity are deemed essential for ensuring easy understanding and alignment with the Authority's identity and mandate.
- 3. Stakeholder Engagement, Communication, and Rollout:** Effective internal communication structures, including intranet and meetings, are identified as crucial channels for engaging internal stakeholders during the rebranding process. External stakeholders can be engaged digitally through social media platforms like X and Facebook, as well as

through formal meetings dedicated to the rebranding process.

- 4. Potential Challenges and Mitigation Strategies:** Legal challenges related to contested sections of the Privatisation Act, 2023, government directives restricting promotional activities, and potential staff resistance to change are identified as significant hurdles. Recommendations are provided to address these challenges and ensure the smooth execution of the rebranding process.

This comprehensive analysis serves as the foundation for developing a strategic communication plan aligned with the Privatisation Authority's objectives and stakeholder expectations, ultimately fostering greater engagement and support for its initiatives.

Ultimately, the findings of this situation analysis serve as the foundation upon which the communication strategy is built, ensuring that our efforts are strategically aligned with the Authority's objectives and tailored to meet the needs and expectations of our diverse stakeholder groups.





### 2.2.2 SWOT Analysis

A compilation of strengths, weaknesses, opportunities and threats of the Privatisation Authority.

Strengths	Weaknesses
<ul style="list-style-type: none"><li>● Past development of communication and stakeholder engagement strategy demonstrating commitment to effective communication.</li><li>● Conducted surveys to gauge stakeholder perceptions.</li><li>● Showing willingness to access and address communication challenges.</li><li>● Understanding stakeholder perspectives.</li><li>● The utilization of colors reflecting Kenyan identity.</li><li>● Existing internal communication structures, such as intranet platforms and regular meetings</li></ul>	<ul style="list-style-type: none"><li>● Challenges in sustaining stakeholder support despite past efforts.</li><li>● Gap in communication effectiveness and lack of visible outcomes, indicating internal shortcomings in communication strategy implementation and execution.</li><li>● Ineffective Logo and Tagline</li><li>● Legal and Regulatory Constraints</li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>● Opportunity to enhance public understanding of privatization's benefits, particularly in regions where enterprises are being privatised. This can contribute to increased support for the Authority's initiative and foster economic growth.</li><li>● Leveraging digital communication channels and technology platforms can enhance outreach and engagement efforts.</li><li>● Enhanced brand perception</li><li>● Public awareness campaigns</li></ul>	<ul style="list-style-type: none"><li>● External factors such as misinformation, skepticism and resistance to privatisation pose threats to the campaign's success.</li><li>● Negative perceptions about privatisation and the Authority's effectiveness may undermine efforts to garner stakeholder support.</li><li>● Regulatory restrictions</li><li>● Legal challenges related to contested sections of the Privatisation Act, 2023.</li></ul>











# 2

## The Communication Strategy

This Communication Strategy is intended to establish sound principles and guidelines of communication within the Authority. It is an instrument for supporting planning, development, use of communication systems and resources to improve the overall productivity of the workforce and create a positive presence for the Authority.

It is pegged on the Access to Information ACT, 2016 that provides for the right of access to information by citizens under as a dictate of Article 35 of the Constitution. The Act obligates public entities and private bodies to proactively disclose information in line with the constitutional principles. It is in this regard that our communication activities will always inform and educate, emphasizing on its strengths geared towards maintaining a good reputation with all stakeholders.

The strategy will further guide public participation and integrate communication to all Authority's programmes, supporting execution and contributing to successes of privatisation initiatives. It will link communication to the overall work of the Authority for effective and consistent operations.

### 2.1 Background

In striving to achieve the mandate of the Privatisation Authority (PA), emphasis has consistently been placed on robust communication. Past endeavors have seen the development of Communication and Stakeholder Engagement Strategy, resulting in notable accomplishments. However, sustaining these initiatives has proven challenging.

Various forums have been convened to facilitate dialogue and engagement with stakeholders, including members of the National Assembly and Senate, County Governments, entities slated for privatization, ministries, transaction advisors, civil society, and media representatives. Despite these efforts, there has been a lack of enduring support for the Privatisation Authority among stakeholders.

In a significant move during the privatisation of public sector-owned/controlled sugar companies, PA conducted a baseline Stakeholder Perception Survey in April 2018. The results revealed a mixed perception, with an overall index of 58.4%. While there was no exceptional negative perception, it was evident that the Authority had not effectively communicated its mandate and lacked visible authority and tangible results.

On a positive note, respondents acknowledged the Authority's integrity and active consultation with the public during the privatization process. A subsequent survey in December 2019 reiterated the challenges in managing stakeholder expectations and perceptions, underscoring the need for strategic communication and engagement efforts.



Recognizing the important role of the Privatisation Programme in Kenya's economic growth, particularly in regions where privatised enterprises are situated, the Authority aims to bridge the communication gap through a comprehensive communications strategy.

The objective of this communication strategy is to enhance public understanding of how privatisation can enhance efficiency and competitiveness by subjecting commercial activities to market forces, mobilizing investment resources for infrastructure development, and supporting the national budget through privatisation proceeds.

## 2.2 Our Promise

The Privatisation Authority is committed to an open and honest communication approach with its Board, members of staff, relevant government agencies, state owned enterprises earmarked for privatisation and their parent ministries, potential investors, employees of enterprises targeted for privatisation and their trade unions, the local community, media, and the Kenyan public in general. We commit to execute guided communication, ensuring coherence and consistency of communication flow at all times. The Authority will ensure a coordinated approach to communicating with its stakeholders while providing feedback.

## 2.3 Purpose

The purpose of this strategy is to facilitate the creation of open, timely, factual, accurate and balanced communication using clear and appropriate channels between the Authority and its stakeholders.

## 2.4 Objectives

In view of the foregoing considerations, the strategy will serve as a guide to the board, management and staff in matters communication. The goals and objectives of the strategy are:

1. To provide a framework for the design of Communication Strategies and procedures for engaging with stakeholders.
2. To streamline the Authority's internal and external communication.

3. To increase the Authority's brand visibility.
4. To promote and enhance confidence in the Authority's reputation.
5. To build trust and stakeholder value.

## 2.5 Target Audience

The Authority acknowledges that its target audience is diverse, with varying information needs. Thus, different stakeholder groups may require tailored communication strategies and may be reached through different communication channels. The target audience has been categorized into:

### a. Primary Audience

This encompasses stakeholders with whom the Privatisation Authority actively seeks to engage, consult, or collaborate, considering their mandates and interconnections with the Authority's objectives.

### b. Secondary Audience

These are groups of individuals or entities that the Privatisation Authority aims to inform, although direct engagement may not be required.

## 2.6 Authority's Principles of Communication

The Authority's communication with its internal and external stakeholders will be guided by the following key principles:

### a. Clarity

We will convey messages that are clear, concise, and easily understandable by the target audience. We will use plain language and avoid jargon or technical terms that may confuse or alienate the audience.

### b. Transparency

We will foster an environment of transparency by providing accurate and honest information about the privatization process, objectives, and potential benefits. We will prioritize addressing concerns and challenges openly, building trust with stakeholders.

### **c. Tailoring**

We will recognize and understand the diverse needs, interests, and knowledge levels of different stakeholders. This will enhance our ability to tailor communication approaches, messages, and channels to cater to the specific needs of each target audience.

### **d. Consistency**

We will be consistent in messaging and avoid contradictory or confusing information. We will ensure that all communication materials, including press releases, reports, and public statements, align with the overall communication strategy.

### **e. Stakeholder Engagement**

We will actively engage with stakeholders throughout the privatisation process. We shall solicit their feedback, address their issues, and include them into decision-making wherever possible. Our team will be prepared to engage in open discourse and two-way communication.

### **f. Timing**

We will disseminate information in a timely manner, particularly when significant updates or milestones are achieved in the privatisation process. Our stakeholders will be kept informed at key stages, but we will also maintain ongoing communication to keep them engaged throughout the process.

### **g. Multi-channel Approach**

We will utilize a variety of communication channels to reach different target audiences effectively. The channels will include traditional media, social media platforms, websites, public events, industry-specific forums, and direct stakeholder engagement.

### **h. Consensus-Building**

We will seek to build consensus and foster collaboration among stakeholders. The Authority will encourage dialogue and constructive feedback to ensure that different perspectives are considered and incorporated into decision-making processes.

### **i. Empathy**

We will demonstrate empathy and understanding towards concerns and perspectives raised by stakeholders, particularly employees and unions. We will acknowledge potential challenges and emphasize efforts to minimize negative impacts and ensure fair treatment.

### **j. Evaluation and Feedback:**

We will continuously evaluate the effectiveness of our communication efforts and seek feedback from stakeholders. We will make use of feedback to improve our strategies, address gaps, and enhance stakeholder engagement.

## **2.7 Key implementors of the strategy:**

### **a. The Chief Executive Officer**

The Access to Information Act, 2016 mandates the Accounting Officer of a public entity to be the main access to information officer and may delegate the performance of his or her duties under this Act to any officer of the public entity. In this regard, this strategy recognizes the Authority's Managing Director/Chief Executive Officer as its official spokesperson, with the ultimate responsibility for all communication made by and on behalf of the Authority. He or she is the only one who has the authority to speak truthfully and openly to the best of his or her knowledge regarding the Authority on behalf of management and staff.

### **b. Board of Directors**

The Chairman of the Board will speak on behalf of the Authority in regards to policy and governance issues in accordance with the Code of Governance for State Corporations (Mwongozo) and Section 11. (1)(c) of the Privatisation Authority Act, 2023.

### **c. Management**

All Directors and managers of the Authority will have a responsibility to establish effective communication systems and cascade relevant information to staff within their departments. They will ensure that all staff in their departments are aware of the contents of this strategy and adhere to its guidelines.



Management will create a conducive environment in which staff are free to share ideas or concerns openly in line with the Authority's Code of Ethics and Conduct.

#### **d. Staff Members**

All staff on appointment and existing employees will be issued a copy of the strategy document by the Head of Human Resources and Administration. The Authority will ensure continuous sensitization of all staff on the strategy.

Media enquiries received by staff will be forwarded to the Head of Communication for onward submission to the MD/CEO for his or her action.

No unauthorized staff will provide any response to third parties.

#### **e. Corporate Communications Division**

The Corporate Communications Department will develop communication materials and procedures to implement the strategy. In doing so, they will maintain clear and open communication channels with stakeholders. Other key functions of the department will include:

- Ensuring a positive image of Authority among internal and external audiences,
- Brand and reputation management,
- Media relations,
- Crisis Emergency Risk (CER) Communications,
- Online content management,
- Event management,
- Stakeholder engagement and
- Putting in place an effective internal communications system.







# 3

## Forms of Communication and Channels

### 3.1 Internal Communications

Internal communication (IC) will be conducted to promote effective communication using different internal channels illustrated in this strategy. The following will be achieved by the IC key functions:

- Sharing of information
- Setting a positive culture
- Keeping employees up to date with relevant information
- Giving employees an opportunity for self-expression
- Ensure confidentiality of confidential information

#### a. Intranet/Memo

The intranet will be one of the most important channels for the Authority's internal communication. It will be used to provide staff access to information they need to perform their routine work and internal news. The communication needs to be channeled through intranet will include information on training, useful contacts, departmental briefs, new appointments, internal vacancies and other related updates. There will be continuous use of internal memos as a channel of internal communication within the Authority.

#### b. Meetings

Meetings will be used for both internal and external stakeholders. They will enable the Authority to keep up to date, discuss ideas, solve problems make collective decisions and evaluate its performance for improvement. Reports

The Authority will utilize reports to communicate its policies and other relevant information in an organized format and purpose for specific stakeholders. In many instances, the reports issued in written formats, but in some instances, they will be delivered verbally.

#### c. Noticeboards and Posters

The Authority will use noticeboards as a way of displaying information and communication with staff and visitors. The boards will be strategically placed around the Authority offices to display advertisements, announcements, programs, among other items. Moreover, the boards will be used to display posters, staff notices, memo and media releases to enhance communication amongst staff.

Content displayed in all noticeboards will be carefully monitored and managed by the Communications Team. To ensure corporate branding consistence, content production of promotional branded material for the Authority will be approved by the head of Corporate Communications.

## 3.2 External Communications

External Communication will involve the exchange of information between the Authority and its external stakeholders as the first step in creating a positive reputation. The Authority will use various channels provided in this strategy including the media, meeting, stakeholder engagement, online communications etc. to conduct external communications.

### a. Social Media

The Authority will use its official Social Media channels including Facebook, X, YouTube, LinkedIn and Instagram to communicate information meant for the public such as privatisation status briefs. We will develop Social Media procedures, outlining how employees will conduct themselves on the online platforms such as blogs, microblogs, online forums, social networking sites, and other sites and services that permit users to share information with others in a simultaneous manner.

### b. Seminars/Workshops

The Authority will organize and participate in both external and internal seminars/workshops with key target groups. The seminars and workshops will for purposes of capacity building or aiding the organization to meet the set targets.

### c. Media

The Authority's Communication Department will prepare, assemble and distribute media kits, fact sheets, news releases, press statements and Information communications

and education materials to the media with the approval of the Managing Director/Chief Executive Officer. The materials will help in presenting a positive image of the Authority among its stakeholders, clarifying facts and demystifying misconceptions. Through this, the Authority will create awareness among its publics on its objectives and achievements.

On their part, the Corporate Communications team will issue statements that explain or defend the Authority's position on issues that may arise, upon the approval of the MD/CEO. All press releases and statements will be and released through the Communications Department. The Department will organize media interviews and provide walk through to the Authority's projects as and when necessary.

### d. Advertising & Sponsorship

The Authority will advertise its activities and projects through documentaries, informercials, features, newspaper supplements among others and in line with the Government of Kenya's advertising guidelines. Additionally, we will sponsor relevant activities to reach our target groups, and in compliance with our Corporate Social Responsibility (CSR) policy.

### e. Official Letters

Official letters will serve as a formal method of communication between the Authority and its stakeholders.

### f. Phone calls

Phone calls will be used for timely responses as provided for in the Authority's Service Delivery Charter.

## 3.3 Public Comments at Conferences/workshops

In an event where the Authority's staff are invited to make speeches or presentations about the organization or its work in conferences/workshops or public meetings, they shall seek, and obtain approval from the MD/CEO who is the sole spokesperson of the Authority.

### 3.4 Channels of Communication

The Authority will task its Communication Department to segment audiences based on their needs to enable the choice of appropriate channels and messaging, ensuring the objectives of the communication are achieved. Table 1.outlines the authority's stakeholders, their expectations, and the communication channels we will employ to reach them.

### 3.5 Statements of Personal Opinion

No Authority's Board of Directors member and member of staff shall make public statements of personal opinion regarding the Authority.

### 3.6 Routine Information Requests

The Access to Information Act, 2016, applies to Article 35 of the 2010 Constitution, providing for access to information by citizens. This Act obligates public entities to proactively disclose information that they hold in line with constitutional principles. At the Authority, the accounting officer, who is the Managing Director/ CEO, is the main access to information officer (AIO). He or she may delegate the performance of his or her duties under this Act to any officer in the authority to answer inquiries from the public for general and routine information only if the information requested is contained in records or publications previously released for public distribution or, after his or her approval.

Table1: Stakeholder, expectations and communication channels.

NO.	STAKEHOLDER	STAKEHOLDER EXPECTATION	CHANNEL OF COMMUNICATION
1.	<b>Parliament (Senate and National Assembly)</b>	<ul style="list-style-type: none"><li>• Transparency and accountability in managing privatization programme.</li><li>• In-depth economic impact assessment to ascertain the viability of various privatisation initiatives.</li><li>• Protection of the public interest in the privatization processes.</li></ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
2.	<b>National Treasury</b>	<ul style="list-style-type: none"><li>• Fiscal responsibility, ensuring that privatisation initiatives align with the government's fiscal objectives.</li><li>• Revenue generation through successful privatization initiatives.</li><li>• Compliance with applicable financial regulations and guidelines.</li></ul>	Official Letters, Courtesy calls, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
3.	<b>Ministries in-charge of entities earmarked for privatisation</b>	<ul style="list-style-type: none"><li>• Clear communication, outlining the rationale and strategic alignment behind the decision to privatise entities.</li><li>• Regular engagement through communication to facilitate transfer of public entities into private hands.</li></ul>	Official Letters, Courtesy calls, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
4.	<b>Entities earmarked for privatisation</b>	<ul style="list-style-type: none"><li>• Clear and transparent information about the privatisation process, objectives, and timelines.</li><li>• Support and guidance throughout the privatization process.</li></ul>	Official Letters, Courtesy calls, Email Website, Social Media, Meetings, Reports, Phone calls, Newsletter



NO.	STAKEHOLDER	STAKEHOLDER EXPECTATION	CHANNEL OF COMMUNICATION
5.	<b>County Governments</b>	<ul style="list-style-type: none"> <li>Economic development and job creation within their respective counties.</li> <li>Active engagement and collaboration throughout the privatization process.</li> <li>Transparency in the allocation and distribution of funds generated through privatization.</li> </ul>	Official Letters, Courtesy calls, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
6.	<b>Board of Directors</b>	<ul style="list-style-type: none"> <li>Successful performance of the Authority's mandate.</li> <li>Respect to the principals of good governance throughout the performance of the Authority's work.</li> <li>Accountability and transparency in all facets of the Authority's operations.</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
7.	<b>Authority Staff</b>	<ul style="list-style-type: none"> <li>Guaranteed Job security</li> <li>Competitive remuneration</li> <li>Continuous capacity building</li> <li>Genuine motivation</li> <li>Conducive working environment</li> </ul>	Workshop/Seminar, Official Letters, official Email, Meetings, Website, Reports, Memo/ Circulars, Noticeboard, Phone calls, Newsletter
8.	<b>Potential Investors</b>	<ul style="list-style-type: none"> <li>Transparent and timely information about the privatisation opportunities.</li> <li>A level playing field where all interested parties have an equal opportunity to participate in privatization initiatives.</li> <li>Assistance in navigating regulatory and legal frameworks, obtaining necessary permits, and addressing any administrative hurdles.</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
9.	<b>Regulatory agencies</b>	<ul style="list-style-type: none"> <li>Adherence to operating frameworks, including laws and regulations relevant to privatisation.</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
10.	<b>Employees of SEOs earmarked for privatization</b>	<ul style="list-style-type: none"> <li>Effective communication of the plans and implications of the privatisation process.</li> <li>Direct communication with the management and leadership of the entities being privatised.</li> <li>Clear and transparent information about the privatization plans, potential impacts on job security, career development opportunities, and any support programs in place during the transition.</li> </ul>	Workshop/Seminar, Official Letters, Mainstream media, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
11.	<b>Trade union's representing entities workers</b>	<ul style="list-style-type: none"> <li>Inclusive consultations and meaningful dialogue throughout the privatisation process.</li> <li>Protection of workers' rights and interests during the privatization process.</li> <li>Support and assistance to workers during the transition from state ownership to private ownership.</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Proposals, Phone calls, Newsletter

NO.	STAKEHOLDER	STAKEHOLDER EXPECTATION	CHANNEL OF COMMUNICATION
12.	<b>Office of the Auditor</b>	<ul style="list-style-type: none"> <li>Prudent use of resources allocated to the Authority and accountability in handling of privatization process.</li> <li>Proper keeping of books of accounts and cooperation in answering audit queries.</li> </ul>	Official Letters, Email, Social Media, Physical Meetings, Website, Reports, Phone calls, Newsletter
13.	<b>Professional bodies, and researchers</b>	<ul style="list-style-type: none"> <li>Access to relevant information and research data regarding the privatization process.</li> <li>Engagement in discussions and consultations related to the privatization process, policy development, and evaluation of potential impacts.</li> <li>Sharing of information about the selection criteria for investors, evaluation methodologies, and performance monitoring frameworks.</li> </ul>	Official Letters, Email, Social Media, Meetings, Website, Reports, Phone calls
14.	<b>Media</b>	<ul style="list-style-type: none"> <li>Timely and accurate information about the privatisation process and related developments.</li> <li>Press conferences and briefings to announce significant updates, milestones, or policy decisions related to privatization</li> <li>Availability of spokespersons, senior officials, and subject matter experts for interviews, panel discussions, or background briefings to address media inquiries and provide context.</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Press Kits; media briefs, press release, Phone calls, Newsletter
15.	<b>Suppliers and Contractors</b>	<ul style="list-style-type: none"> <li>Timely payments</li> <li>Fairness in procurement process</li> <li>Adequate information</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
16.	<b>Kenyan Public</b>	<ul style="list-style-type: none"> <li>Clear and accessible information about the privatisation process, including the objectives, assets being privatised, and the criteria used for selecting investors.</li> <li>Opportunities for public input, feedback, and participation in discussions related to the privatisation of public assets.</li> <li>Socio-economic benefits arising from the privatization process.</li> </ul>	Social Media, Roadshows, public gatherings, brochures, Website, Reports, Phone calls, Mainstream media







# 4

## Language and Confidential Information

### 4.1 Language

The Authority shall use English in all its formal communication. English, Kiswahili and local dialects or translation will be used during stakeholder meetings depending on the audience. Sign language will also be used where we have audiences in need of the same.

### 4.2 Confidential Information

All confidential information regarding the

Authority shall be treated with the utmost confidentiality. Access to confidential information will be restricted to authorized persons who must be aware of their confidentiality obligations and have signed confidentiality agreements to that effect as required by the Authority.

- The Authority will do the following to ensure safe custody and handling of its confidential information:
- Identify confidential information as such.
- Store such information in locked cabinets to which access is restricted.
- Promptly remove such confidential information or materials from meeting rooms at the conclusion of meetings.
- Secure such information by subjecting it to limited access to electronically stored computer information.
- Restrict discussion of such information in places where the discussion may be overheard.
- Restrict such information from unnecessary copying and destruction where unauthorized parties may easily retrieve it.







# 5

## Evaluation

Evaluation of the strategy will be essential to measure its effectiveness, identify areas for improvement, and determine the overall impact of the communication efforts. The evaluation process will involve assessing various aspects of communication, including reach, engagement, awareness, and behavior change. In conducting evaluation, the Authority will take into consideration the following:

### 5.1 Quantitative Metrics

- a) **Website Analytics:** The Authority will monitor website traffic, page views, time spent on site, and conversion rates to assess the effectiveness of online communication channels.
- b) **Social Media Metrics:** The Authority will track engagement metrics such as likes, shares, comments, and follower growth across various social media platforms to gauge the reach and impact of social media communication efforts.
- c) **Email Performance:** The Authority will measure email open rates, click-through rates, and conversion rates to evaluate the effectiveness of email communications.
- d) **Media Impressions:** The Authority will quantify the number of media placements and impressions generated through press releases, interviews, and other media outreach activities.
- e) **Survey Responses:** The Authority will use surveys to collect quantitative data on awareness levels, perception changes, and knowledge retention among target audiences before and after implementing the communication strategy.

### 5.2 Qualitative Feedback

- a) **Stakeholder Interviews:** The Authority will conduct interviews with key stakeholders, including internal staff, external partners, and target audience members, to gather qualitative insights into their perceptions of the communication efforts.
- b) **Focus Groups:** The Authority will organize and execute focused group discussions to delve deeper into communication messages, gather feedback on messaging effectiveness, and identify areas for improvement.
- c) **Feedback Forms:** The Authority will distribute feedback forms or online surveys to collect qualitative feedback on the clarity, relevance, and impact of communication materials and messages.



- d) **Observational Data:** The Authority will gather observational data from events, meetings, and interactions to assess how well communication strategies are being executed in practice and identify any challenges or gaps.

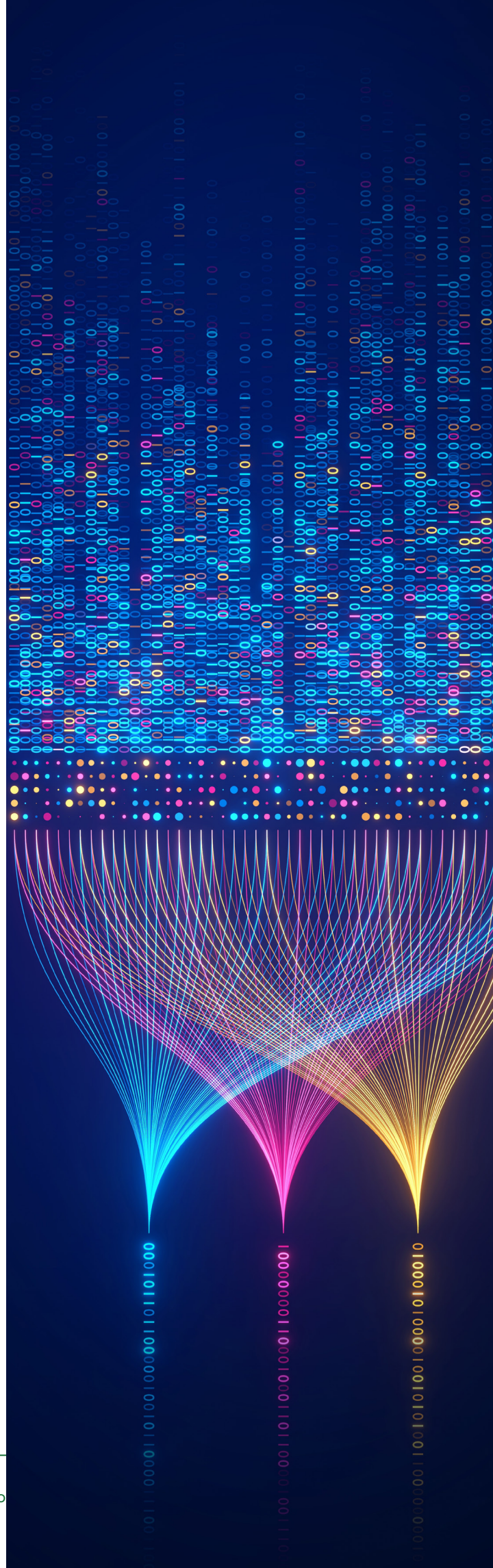
## 5.3 Key Performance Indicators (KPIs)

- a) **Objective Alignment:** The Authority will evaluate the extent to which communication outcomes align with the predefined objectives and goals of the strategy.
- b) **Audience Engagement:** The Authority will measure the level of engagement and interaction with communication materials and messages among target audiences.
- c) **Message Recall:** The Authority will assess the recall and retention of key messages and information by the target audience to determine the effectiveness of communication efforts in conveying intended content.
- d) **Behavioural Change:** The Authority will monitor changes in audience behaviour, attitudes, or perceptions resulting from the communication strategy to gauge its impact on driving desired outcomes.

## 5.4 Continuous Improvement

- a) The Authority will use evaluation findings to identify areas of strength and areas for improvement in the communication strategy.
- b) The Authority will make data-driven adjustments to optimize communication tactics, messaging strategies, and channel selection.

The Authority will Implement a feedback loop to ensure that evaluation results inform ongoing iterations and refinements to the communication strategy, promoting continuous improvement over time.



## 6

# Implementation Matrix

Target Audience	Sample Message	Responsible	Timeline	Activities	Budget
<b>Parliament</b>	Privatisation can lead to improved efficiency, increased revenue, and better service delivery.	Corporate Communication Department	Month 2	<ul style="list-style-type: none"> <li>- Organize briefings and Q&amp;A sessions.</li> <li>- Provide detailed reports and case studies of successful privatizations</li> <li>- Schedule one-on-one meetings with key parliamentarians.</li> </ul>	
<b>Ministries responsible for state owned enterprises earmarked for privatization.</b>	Privatisation is aimed at reducing the burden on the government, improving efficiency, and fostering competition in key sectors.	Corporate Communication Department	Month 1	<ul style="list-style-type: none"> <li>- Distribute information packets.</li> <li>- Host workshops explaining the benefits and processes of privatisation.</li> <li>- Develop and share infographics and fact sheets.</li> </ul>	
<b>National Treasury</b>	We have achieved X number of successful privatisations, leading to increased revenue and economic growth.	The Managing Director/CEO and the Board of Directors	Ongoing	<ul style="list-style-type: none"> <li>- Submit quarterly progress reports.</li> <li>- Hold regular update meetings.</li> <li>- Share financial impact analyses.</li> </ul>	
<b>County Governments</b>	Privatisation can attract investments and boost economic growth in your county.	The Managing Director/CEO and the Corporate Communication Department	Month 1	<ul style="list-style-type: none"> <li>- Organize regional seminars.</li> <li>- Distribute tailored newsletters.</li> <li>- Engage local media for broader reach.</li> </ul>	
<b>Authority Staff</b>	<p>We are pleased to announce the upcoming privatisation of XYZ.</p> <p>Your role in ensuring a smooth transition is crucial.</p>	Corporate Communication Department	Ongoing	<ul style="list-style-type: none"> <li>- Conduct town hall meetings.</li> <li>- Send regular internal memos and emails.</li> <li>- Develop a dedicated internal newsletter.</li> </ul>	

Target Audience	Sample Message	Responsible	Timeline	Activities	Budget
<b>Authority Boards members</b>	Progress report: Phase 1 of privatisation completed successfully.  Next steps: Timeline for investor selection and due diligence	Office of the CEO	Ongoing	<ul style="list-style-type: none"> <li>- Share monthly detailed progress reports.</li> <li>- Schedule regular update meetings.</li> <li>- Provide access to a secure online portal for real-time updates.</li> </ul>	
<b>State-owned Employees,</b>	Privatisation can create new job opportunities, improve working conditions, and provide access to new technologies and expertise.	Corporate Communication Department	Month 3	<ul style="list-style-type: none"> <li>- Hold Q&amp;A sessions to address concerns.</li> <li>- Distribute FAQ documents.</li> <li>- Provide career transition support and training programs.</li> </ul>	
<b>Trade unions representing workers of state- owned enterprises earmarked for privatisation</b>	The Privatisation Authority is committed to minimizing job losses and ensuring fair treatment during the privatization process.	Corporate Communication and Legal Affairs Departments	Month 3	<ul style="list-style-type: none"> <li>- Schedule negotiation and consultation meetings.</li> <li>- Share detailed plans and job security measures.</li> <li>- Develop and distribute informational brochures.</li> </ul>	
<b>Potential Investors</b>	Kenya offers attractive investment opportunities in privatized sectors. Contact us to explore potential partnerships.	Corporate Communication Department	Month 1	<ul style="list-style-type: none"> <li>- Host investment forums and roadshows.</li> <li>- Develop a comprehensive investment prospectus.</li> <li>- Maintain an updated investor relations website.</li> </ul>	
<b>Regulatory Agencies</b>	We are revising regulations to support the privatisation process. Stay updated to comply with new requirements.	Legal, and Corporate Communication Departments	Month 2	<ul style="list-style-type: none"> <li>- Organize informational workshops.</li> <li>- Distribute regulatory update bulletins.</li> <li>- Provide direct communication channels for inquiries.</li> </ul>	



Target Audience	Sample Message	Responsible	Timeline	Activities	Budget
<b>Office of the Auditor General</b>	Submission: Privatization-related documents for audit purposes Collaboration: Availability for any additional information required	Finance Department	Ongoing	<ul style="list-style-type: none"> <li>- Submit regular detailed reports and documentation.</li> <li>- Hold periodic review meetings.</li> <li>- Ensure timely response to information requests.</li> </ul>	
<b>Private Sector Organizations</b>	Join us in driving economic growth through strategic partnerships and investments in privatized sectors.	Corporate Communication Department	Month 1	<ul style="list-style-type: none"> <li>- Organize partnership forums and networking events.</li> <li>- Distribute partnership opportunity newsletters.</li> <li>- Engage in direct outreach to key organizations.</li> </ul>	
<b>Suppliers and Contractors</b>	Notice: Updated procurement guidelines and procedures  Reminder: Compliance with new regulations	Procurement Department	Ongoing	<ul style="list-style-type: none"> <li>- Host informational webinars.</li> <li>- Distribute updated procurement manuals and guidelines.</li> <li>- Ensure a dedicated helpline for queries</li> </ul>	
<b>Kenyan Public</b>	Privatization can lead to better services, increased investments, and job creation, benefiting all Kenyans.	Corporate Communication Department	Ongoing	<ul style="list-style-type: none"> <li>- Launch a public awareness campaign through media and social media.</li> <li>- Distribute informational pamphlets and brochures.</li> <li>- Organize community engagement events.</li> </ul>	

## 7

# Risk and Mitigation Matrix

## FY 2023/2024 Risk Register

Department Name	Risk Category	Risk Statement	Root Cause	Gross Risk Rating	Risk Treatment	Treatment Status	Residual Risk	Remarks
Corporate Communication	Strategic Risk	Low visibility	<ul style="list-style-type: none"> <li>Inadequate budget</li> <li>Reluctance of the media in highlighting PA issues</li> <li>Lack of awareness</li> <li>Inadequate impact from CSR activities due to insufficient budget to undertake effective CSR activities.</li> <li>Legacy issues</li> <li>Few completed privatisation transactions.</li> </ul>	High	<ul style="list-style-type: none"> <li>Lobby for increased funding from the National Treasury</li> <li>Establish a close working relationship with the media.</li> <li>Create awareness through active and operating responsive social media handles</li> <li>Making CSR part of the activities</li> <li>during the implementation of privatisation transaction.</li> </ul>	<ul style="list-style-type: none"> <li>Continuous PA coverage in print media - The MDs interview conducted on 2nd November 2023 appeared on Business daily on 9th January 2024.</li> <li>The Business daily did a story 13th March 2024, after the Authority placed an advert on 12th March 2024.</li> <li>Business daily published an article (Oped) on 19th March 2024.</li> <li>Constantly updating social media handles and the website</li> </ul>	Medium	Not materialized



Department Name	Risk Category	Risk Statement	Root Cause	Gross Risk Rating	Risk Treatment	Treatment Status	Residual Risk	Remarks
	Strategic Risk	Negative Publicity	<ul style="list-style-type: none"> <li>Uninformed media that broadcast unverified details.</li> <li>Lack of awareness of the Authority operations.</li> <li>Insufficient information to the media about PA events/activities.</li> </ul>	High	<ul style="list-style-type: none"> <li>Provide a prompt information update on PA's social media handles and the website.</li> <li>Proactively clarify issues raised/ requested by the media</li> <li>The MD is always ready to take media interviews requested.</li> </ul>	<ul style="list-style-type: none"> <li>Promptly responding to issues raised by the media.</li> <li>The PA maintains a media contact list which is regularly updated.</li> <li>Conducting daily media monitoring to check all media mentions. In Q3, PA had a total of 17 media mentions across all media houses –12 were positive while 5 were neutral.</li> </ul>	Medium	Not materialized

## Indicative Budget

Strategy	Tactic	Output	Performance Indicator	Impact	Lead Responsibility	Timeframe/Year			Indicative Budget
						1	2	3	
Employee Relations	Annual Planning Meeting	Annual Work Plans Meeting Minutes	Increased coordination of PA's activities	Effective discharge of PA's mandate	PA's staff and Management				30,000,000
	Capacity Building workshops and team- building retreats	Workshop reports, Needs Assessment, Reports	Number of workshops held, Number of retreats conducted	Improved capacity to undertake PA's activities	Human Resource and Management Departments				10,000,000
Monthly Newsletter	E-Newsletter	Number of newsletters distributed, Number of subscriptions			Communication and Public Relations				600,000
Media Relations	Quarterly Meetings	Meeting Minutes	Number of meetings held,	Increased visibility and knowledge of PA's brand	Communication and Public Relations				3,000,000
	Influencer endorsements/ presenter mentions	Increases traffic on digital assets	No. of social media posts, No. of presenter mentions, No. of retweets, No. of likes, No. of shares, Reach of social media posts		Communication				2,000,000
	Media chill-outs	Media Coverage	No. of chill-outs held, No. of journalists invited		Communication				4,000,000
	Media training	Meeting Report	No. of trainings held, No. of key staff trained, Scope of media relations training		Communication				5,000,000



Strategy	Tactic	Output	Performance Indicator	Impact	Lead Responsibility	Timeframe/ Year	Indicative Budget
	Media Content Generation	Media Coverage	No. of media houses offering coverage, No. of press releases distributed		Communication		12,000,000
<b>Public Engagements</b>	Townhall meeting	Report	No. of townhall meetings held, No. of attendees in the townhall meetings, No. of counties covered.		Communication and Public Relations		10,000,000
	Documentaries and short clips	Documentaries and short clips	Viewership of documentary and short clips, No. of downloads from website, No. of engagement on social media		Communication		4,000,000
	Exhibitions and Expo	Events	No. of participants, Level of coverage, No. of hits		Communication and Public Relations		1,000,000
<b>Public Relations</b>	Office branding	Branded Venue	Level of Office branding		Public Relations		As indicated per unit cost
	PA branded materials	Branded items	No. of branded items distributed, No. of PA's branded events		Communications and Public Relations		6,000,000
	Rebranding events	Rebranding event, Event Report	No of participants, Level of media coverage, No of hits	Publicity, Visibility and Awareness	Communications and Public Relations		2,500,000
	Brand Ambassador Engagement		No. of broadcast shows attended No. of social media shows and followings		Communications and Public Relations		10,000,000
<b>Total</b>							100,100,000










## Privatisation Authority


Unlocking Value, Enhancing Productivity


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