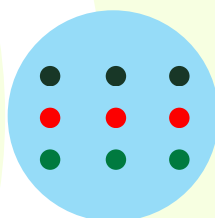




MINISTRY OF WATER, SANITATION AND IRRIGATION  
STATE DEPARTMENT FOR IRRIGATION



# COMMUNICATION STRATEGY

2026 - 2030

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# ABOUT THE STATE DEPARTMENT FOR IRRIGATION

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An efficient, modern, commercially oriented, and climate resilient irrigation sector.

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To guide and facilitate the development and management of irrigation in Kenya through sustainable exploitation of land and water resources for food security and socio-economic development.



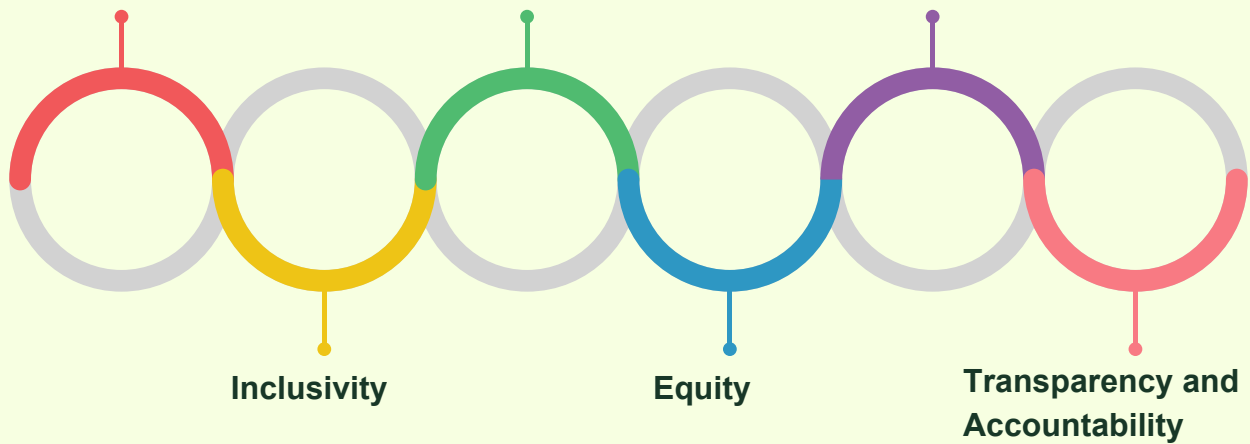
# ABOUT THE STATE DEPARTMENT FOR IRRIGATION



Sustainability

Integrity

Effectiveness and  
Efficiency



National Irrigation Policy and  
Management

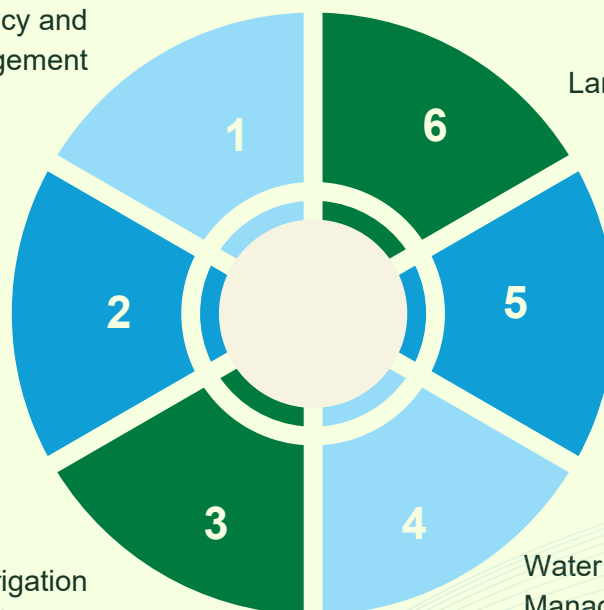
Land Reclamation

Water Harvesting and  
Storage for Irrigation

Mapping, Designation and  
Developing Areas Ideal for  
Irrigation Schemes

Management of Irrigation  
Schemes

Water Storage and Flood Control  
Management





## FORWARD



Water and agriculture remain central pillars of Kenya's social and economic transformation. As our nation continues to confront the challenges of climate variability, population growth, and increasing demand for food, the expansion and efficient management of irrigation systems has become more critical than ever. Irrigation offers Kenya a pathway to more reliable agricultural production, improved livelihoods, and greater resilience in the face of changing climatic conditions.

Effective communication is essential in advancing irrigation development. As the State Department works towards the ambitious goal of expanding irrigated acreage in Kenya to 1.5 million acres by 2030, there is an increasing need to amplify the critical role irrigation plays in strengthening food security and economic resilience. Over the years, limited coordination in communication has reduced the State Department's ability to clearly demonstrate the impact of its irrigation initiatives. These gaps in visibility and inconsistent messaging have lowered public awareness of irrigation's contribution to national development and limited the uptake of irrigation services among farmers.

This communication strategy therefore provides a structured framework for strengthening how the State Department engages with stakeholders and the public. It seeks to improve corporate communication, strengthen internal coordination, enhance engagement with Development Partners, and ensure that irrigation projects and programmes are communicated in ways that promote transparency, public participation, and national awareness.

The strategy also recognizes the importance of farmer-centred communication in advancing irrigation adoption. Communication about irrigation has largely focused on technical reporting of project progress and high-level engagements. There is need to place a stronger human face on irrigation by incorporating strategic storytelling that highlights how irrigation improves livelihoods, strengthens household food security, and builds resilience in communities. With youth comprising 75% of Kenya's population, the strategy also emphasizes the importance of youth inclusion through youth-friendly content formats and communication approaches that encourage young people to view irrigation and agribusiness as viable economic opportunities.

Currently, the dominant sources of information in Kenya are television, radio, and online platforms. The rapid growth of social media presents significant opportunities for wider reach, but also introduces risks associated with the spread of misinformation.





The strategy therefore provides guidance on strengthening engagement through digital channels while ensuring effective audience segmentation to better understand the information needs of different groups, their preferred communication channels, and the content formats most accessible to them. At the same time, there is need to strengthen community-level engagement through regular public participation forums to deepen public understanding of irrigation projects and programmes. Effective complaints and feedback mechanisms will also support this engagement and further ensure continuous accountability to the public.

Strengthening audience engagement and multi-channel communication will also support the State Department's reputation management and crisis communication efforts. In an era where misinformation spreads rapidly and public opinion can be easily influenced by unverified information, particularly through social media and citizen journalism, the State Department must be equipped to respond effectively. This strategy therefore provides guidance on media monitoring, issues management, crisis communication procedures, and responsible use of digital platforms to ensure that the State Department is well prepared to address emerging issues and safeguard public trust.

Development Partners play a critical role in supporting Kenya's irrigation expansion agenda through technical expertise, financial resources, and collaborative programmes. As the scale and complexity of irrigation investments grow, communication will be essential in strengthening transparency, acknowledging partner contributions, and highlighting the collective impact of these partnerships. Improved visibility of Development Partner collaboration will also position the State Department as a credible partner capable of attracting further investment to advance irrigation development.

One of the most effective ways to increase visibility is through sector-wide campaigns. The State Department will roll out targeted online campaigns that highlight the link between irrigation and improved livelihoods, demonstrating how irrigation services contribute to economic opportunity and food security. In addition, the State Department plans to organize an annual National Irrigation Week, which will bring together farmers, youth, academia, value chain actors, Development Partners, civil society, and other stakeholders involved in irrigated agriculture at both national and county levels. Sector-wide campaigns will require strong collaboration across relevant Ministries, Departments, Agencies, sector partners, and counties, and the strategy provides guidance on how this collaboration will be effectively implemented.

Indeed, successful implementation of this strategy will require commitment across the State Department as well as collaboration with a wide range of stakeholders.



Through coordinated communication and shared effort, we can strengthen public understanding of irrigation and position the sector as a key driver of Kenya's agricultural transformation.

I encourage all stakeholders to support the implementation of this strategy and to work together in advancing Kenya's irrigation and food security agenda.

**CPA Ephantus Kimotho, CBS**

Principal Secretary  
State Department for Irrigation



## ACKNOWLEDGMENT



We extend our sincere appreciation to the leadership of the State Department for Irrigation, particularly the Principal Secretary, CPA Ephantus Kimotho, CBS, for his guidance and strategic oversight throughout the process. His direction and feedback at critical stages greatly strengthened the final outcome of the strategy.

We also acknowledge members of the Contract Implementation Team, including Mr. Thandi Githae, Mr. M. Odour Opondo, Ms. Peninah Kihika, Mr. Bonventure

Achonga, and Mr. Wycliffe Shimaka whose collaborative effort ensured that the strategy responds to the State Department's communication needs and contractual expectations.

Special recognition goes to the Head of Public Communication at the State Department, Ms. Peninah Kihika, for her leadership and technical guidance in aligning the strategy with national communication policy frameworks and ensuring that it provides a practical roadmap for implementation.

Our gratitude further extends to the Directors, Heads of Department, ICT colleagues, and staff of the State Department for Irrigation who provided valuable insights during consultations and Key Informant Interviews. Their perspectives helped shape a strategy grounded in the operational realities of the institution.

We also appreciate the support of the CEO, management, and field staff of the National Irrigation Authority for their support during field engagements that were carried out to collect data to inform this strategy. The insights gathered from various NIA offices and sites visited during the collection of primary data significantly contributed to the development of this strategy.

We thank the National Government Administration Officers across various counties for their support during community engagement where they were needed. We deeply appreciate the community members who took part in the primary data collection. Their valuable experiences and perspectives helped ensure that this strategy reflects the realities of citizens who remain at the heart of all services provided by the State Department.





Special thanks to Public Communication Directors who graciously provided a peer review of the strategy and shared valuable insights to strengthen the proposed strategies and approaches therein. They included Mr. Kenneth Buhere, Ms. Vivian Simwa, Mr. Bernard Ngugi, Mr. Simon Peter Owaka and Ms. Nancy Mathu.

We acknowledge the work of the consultancy team which included Ms. Christine Muna (Communication Expert), Mr. Cliff Kinyua (Monitoring, Evaluation and Learning Expert) and Mr. Julius Mutunga (Social Media Expert), whose analysis and technical expertise strengthened the strategy.

To all other individuals and stakeholders who contributed to this process, we extend our sincere appreciation.

**Mr. David Kipkemei, MBS**

Secretary Administration  
State Department for Irrigation



## EXECUTIVE SUMMARY

The State Department for Irrigation plays a central role in advancing Kenya's food security agenda through the management and development of the irrigation sector. Kenya holds vast untapped irrigation potential. With only 21% of Kenya's irrigation potential currently utilized, the State Department through the National Irrigation Sector Investment Plan (NISIP) plans to develop 1.5 million acres of irrigation by 2030. As Kenya expands irrigated agriculture to boost food production, and support livelihoods, the need for a coordinated and strategic communication function within the State Department has become critical.

This communication strategy has been developed to strengthen the State Department's ability to communicate its mandate, improve public understanding of irrigation projects/programmes, deepen citizen participation, counter misinformation, enhance Development Partner confidence, and support coordinated messaging across the irrigation sector. Its overall aim is to use strategic communication to support effective implementation of the State Department's mandate in Kenya's irrigation sector.

A comprehensive situational analysis revealed several strategic communication issues. These included weak corporate communication, inadequate stakeholder engagement, uncoordinated sector messaging, weak internal communication workflows, gaps in Development Partner visibility, insufficient project/programme communication, inadequate youth engagement, and gaps in addressing misinformation. These issues informed the strategic goals, outcomes and key result areas that form the backbone of this strategy.

The communication strategy is anchored on the following Vision, Mission, Core Values and Key Result Areas:

### **Vision**

An informed and engaged society that actively participates in Kenya's irrigation and food security journey.

### **Mission**

To increase visibility of the State Department's mandate, activities, services and achievements by communicating effectively to all stakeholders.

### **Core Values:**

Accountability, Anticipatory Communication, Inclusivity, Collaboration, Responsiveness, Innovation and Professionalism.

The State Department's key communication priorities for the strategic period are articulated in the following five Key Result Areas (KRAs):

**KRA 1: Strengthened Corporate Communication**

**KRA 2: Streamlined Internal Communication**

**KRA 3: Improved Development Partner Communication**

**KRA 4: Effective Project/Programme Communication**

**KRA 5: Strengthened Reputation Management and Crisis Communication**



Below is a diagrammatic summary of the strategic direction of the communication strategy

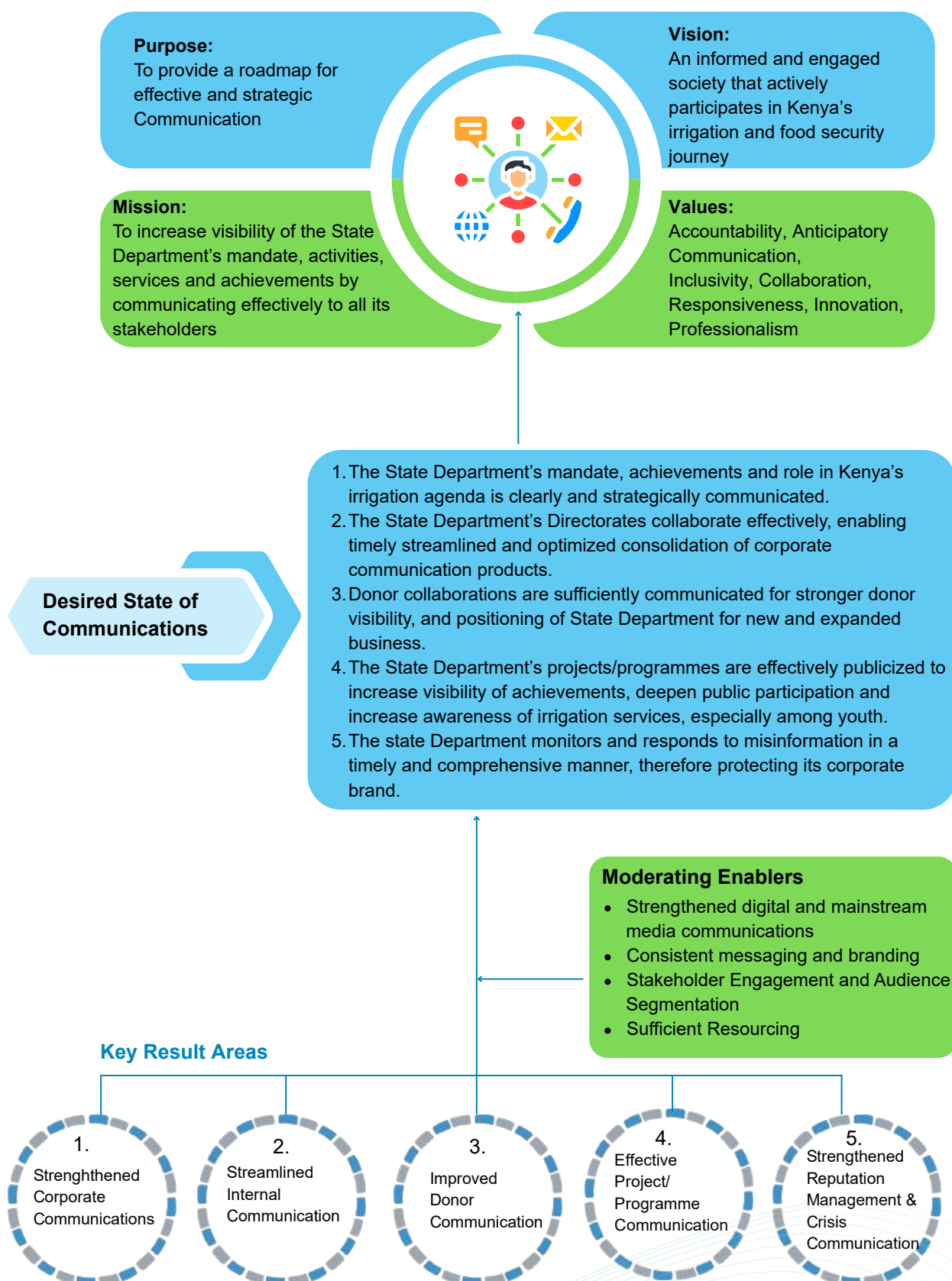


Figure 1: Diagram of the Communication Strategy

The strategy is organized into five chapters as outlined below:

**Chapter one** introduces the State Department's background, highlighting its mandate and providing the context of preparing the communication strategy. It also outlines the alignment of the strategy with overarching governance policies and development blueprints. Finally, it outlines the rationale for a coordinated communication approach and describes the consultative process undertaken in developing the strategy.

**Chapter two** presents an extensive situational analysis of the internal and external communication environment. It includes a PESTEL analysis, stakeholder mapping, audience segmentation, messaging matrix, insights from the State Department's internal communication audit and a SWOT analysis. This chapter identifies key emerging communication issues that inform the Key Result Areas.

**Chapter three** outlines the strategic direction including the strategy's purpose, vision, mission, strategic goals, and expected outcomes that will drive all communication interventions over the strategy period. The chapter outlines Key Result Areas and their respective recommended strategies which represent the State Department's communication priorities. Finally, the chapter lists the strategic enablers and core values that will support strategy implementation.

**Chapter four** presents the Implementation Framework which includes strategic communication tactics, implementation matrix, financial resources needed to operationalize activities, and a risk mapping showing the risks that may hinder the implementation of the strategy and how to resolve them. The chapter also includes an Internal Coordination and External Collaboration Framework outlining how the State Department will collaborate all round to ensure unified communication.

**Chapter five** details the Monitoring and Evaluation Reporting Framework which the State Department will use to track strategic outcomes, measure progress and ensure continuous learning. It presents outcome indicators, data verification sources, reporting mechanisms and evaluation timelines to ensure accountability and evidence-based refinement of communication initiatives.

The strategy also includes annexes containing Crisis Communication Guidelines, Social Media Management Guidelines, and an Action Plan for year one.

Overall, the funding required to achieve the goals of this communication strategy is KES 526.30 million as summarised below:





| BUDGET CATEGORY                                   | AMOUNT (MILLIONS, KES) |
|---------------------------------------------------|------------------------|
| Capacity Building and Institutional Strengthening | 12.50                  |
| Digital Platforms Management                      | 50.30                  |
| Documentation and Content Creation                | 180.50                 |
| Events and Public Participation                   | 220                    |
| Internal Communication                            | 36.50                  |
| Issues Management                                 | 26.50                  |
| Total                                             | 526.30                 |



## CONTENTS

|                                                                                                                               |    |
|-------------------------------------------------------------------------------------------------------------------------------|----|
| FORWARD.....                                                                                                                  | 3  |
| ACKNOWLEDGEMENT.....                                                                                                          | 6  |
| EXECUTIVE SUMMARY.....                                                                                                        | 8  |
| LIST OF TABLES.....                                                                                                           | 14 |
| LIST OF FIGURES.....                                                                                                          | 15 |
| LIST OF ACRONYMS.....                                                                                                         | 16 |
| CHAPTER ONE: INTRODUCTION AND BACKGROUND.....                                                                                 | 17 |
| 1.1 Introduction and Background.....                                                                                          | 18 |
| 1.2 Context of Preparing the Communication Strategy.....                                                                      | 19 |
| 1.3 Approach and Methodology.....                                                                                             | 24 |
| CHAPTER TWO: SITUATIONAL ANALYSIS.....                                                                                        | 25 |
| 2.1 External Environment.....                                                                                                 | 26 |
| 2.1.1 Macro Environment .....                                                                                                 | 26 |
| 2.1.2 Micro Environment .....                                                                                                 | 28 |
| 2.2 The Internal Environment.....                                                                                             | 30 |
| 2.2.1 The State Department Communication Audit Findings.....                                                                  | 30 |
| 2.2.2 Stakeholder Mapping and Audience Segmentation.....                                                                      | 33 |
| 2.2.2.1 Stakeholder Mapping .....                                                                                             | 33 |
| 2.2.2.2 Audience Segmentation.....                                                                                            | 38 |
| 2.2.2.2.1 Communication Platform Segmentation.....                                                                            | 38 |
| 2.2.2.2.2 Demographic Segmentation .....                                                                                      | 38 |
| 2.2.2.2.3 Social Media Segmentation.....                                                                                      | 40 |
| 2.2.2.2.4 Audience Segmentation.....                                                                                          | 41 |
| 2.2.3 SWOT Analysis.....                                                                                                      | 42 |
| 2.2.4 Summary of Key Strategic Issues.....                                                                                    | 43 |
| CHAPTER THREE: STRATEGIC DIRECTION OF THE COMMUNICATION STRATEGY.....                                                         | 46 |
| 3.1 Purpose.....                                                                                                              | 47 |
| 3.2 Vision.....                                                                                                               | 47 |
| 3.3 Mission.....                                                                                                              | 47 |
| 3.4 Recommended Strategies.....                                                                                               | 47 |
| 3.4.1 Key Result Area 1: Strengthening Corporate Communication.....                                                           | 47 |
| 3.4.2 Key Result Area 2: Streamlining Internal Communication.....                                                             | 48 |
| 3.4.3 Key Result Area 3: Improved Development Partner Communication.....                                                      | 49 |
| 3.4.4 Key Result Area 4: Effective Project/Programme Communication.....                                                       | 49 |
| 3.4.5 Key Result Area 5: Strengthened Reputation Management and Crisis<br>Communication.....                                  | 51 |
| 3.4.6 Cross Cutting Strategic Enablers.....                                                                                   | 52 |
| 3.5 Key Strategic Messages.....                                                                                               | 55 |
| 3.5.1 Key Strategic Messages on Irrigation.....                                                                               | 55 |
| 3.5.2 Key Messages on the State Department for Irrigation.....                                                                | 56 |
| 3.5.3 Platform Based Segmentation and Messaging.....                                                                          | 59 |
| 3.6 Summary of Key Result Areas, Strategic Goals, Strategic Objectives, Strategic<br>Outcomes and Cross Cutting Enablers..... | 62 |
| 3.7 Core values.....                                                                                                          | 63 |

## CONTENTS

|                                                                             |    |
|-----------------------------------------------------------------------------|----|
| CHAPTER FOUR: IMPLEMENTATION AND COORDINATION FRAMEWORK.....                | 64 |
| <b>4.1 Strategic Tactics</b> .....                                          | 65 |
| <b>4.2 Implementation Matrix</b> .....                                      | 71 |
| <b>4.2.1 Budget Resourcing</b> .....                                        | 76 |
| <b>4.3 Communication Strategy Risk Matrix</b> .....                         | 77 |
| <b>4.4 Internal Coordination and External Collaboration Framework</b> ..... | 80 |
| <b>4.4.1 Internal Coordination</b> .....                                    | 80 |
| <b>4.4.2 External Collaboration</b> .....                                   | 81 |
| CHAPTER FIVE: MONITORING AND EVALUATION REPORTING FRAMEWORK.....            | 83 |
| <b>5.1 Monitoring and Evaluation Reporting Framework</b> .....              | 84 |
| Annexes.....                                                                | 86 |
| <b>Annex 1: Crisis Communication Guidelines</b> .....                       | 87 |
| <b>Annex 2: Social Media Guidelines</b> .....                               | 91 |
| <b>Annex 3: Year One Action Plan</b> .....                                  | 97 |



## LIST OF TABLES

|                                                                                                                         |    |
|-------------------------------------------------------------------------------------------------------------------------|----|
| <b>Table 1:</b> Summary of Alignments to Legal and Policy documents, Blueprints, and Related Strategies.....            | 19 |
| <b>Table 2:</b> Positive and negative perception drivers.....                                                           | 29 |
| <b>Table 3:</b> Social Media Presence of The State Department for Irrigation, NIA and MOWSI as at January 2026.....     | 30 |
| <b>Table 4:</b> Stakeholder Mapping.....                                                                                | 34 |
| <b>Table 5:</b> Summary of Media Consumers Demographics in Kenya by Communications Authority of Kenya Q3 2024/2025..... | 39 |
| <b>Table 6:</b> Key strategic messages for different stakeholders.....                                                  | 56 |
| <b>Table 7:</b> Platform based messaging.....                                                                           | 59 |
| <b>Table 8:</b> M&E Reporting Framework.....                                                                            | 84 |



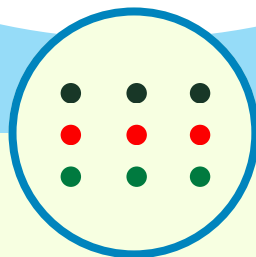
## LIST OF FIGURES

|                                                                                                                         |    |
|-------------------------------------------------------------------------------------------------------------------------|----|
| <b>Figure 1:</b> Diagram of the Communication Strategy.....                                                             | 9  |
| <b>Figure 2:</b> Representation of social media use in Kenya by Communications Authority of Kenya Q3 2024/2025.....     | 40 |
| <b>Figure 3:</b> Sources of information about SDI irrigation services as indicated by household survey respondents..... | 41 |
| <b>Figure 4:</b> Support needed to adopt irrigation as indicated by household survey respondents.....                   | 42 |
| <b>Figure 5:</b> Feedback from household respondents on adopting irrigation.....                                        | 50 |
| <b>Figure 6:</b> Core team responsible for the implementation of the communication strategy.....                        | 54 |
| <b>Figure 7:</b> Internal coordination framework for the implementation of the communication strategy. ....             | 80 |
| <b>Figure 8:</b> Cycle of sector wide campaign collaboration.....                                                       | 82 |
| <b>Figure 9:</b> Summary of crisis response phases.....                                                                 | 90 |



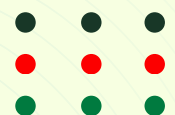
## LIST OF ACRONYMS

**AI** - Artificial Intelligence  
**ASAL** - Arid and Semi-Arid Lands  
**BETA** - Bottom-Up Economic Transformation Agenda  
**CAK** – Communications Authority of Kenya  
**FAQ** – Frequently Asked Questions  
**FGDs** - Focus Group Discussions  
**KIIs**- Key Informant Interviews  
**KNA** – Kenya News Agency  
**MDAs** – Ministries, Departments and Agencies  
**MICDE** - Ministry of Information, Communications and the Digital Economy  
**MoWSI** – Ministry of Water, Sanitation and Irrigation  
**NIA** – National Irrigation Authority  
**NISIP** -National Irrigation Sector Investment Plan  
**PPP** - Public Private Partnerships  
**PR** - Public Relations  
**PRSK** – Public Relations Society of Kenya  
**PS** - Principal Secretary  
**Q&A** – Questions and Answers  
**SDA** – State Department for Agriculture  
**SDI** - State Department for Irrigation  
**SWOT**- Strengths, Weaknesses, Opportunities and Threats



# CHAPTER 1

## INTRODUCTION AND BACKGROUND



## CHAPTER 1: INTRODUCTION AND BACKGROUND

This chapter introduces the State Department's background, highlighting its mandate and providing the context of preparing the communication strategy. It also outlines the alignment of the strategy with overarching governance policies and development blueprints. Finally, it outlines the rationale for a coordinated communication approach and describes the consultative process undertaken in developing the strategy.

### 1.1 Introduction

The State Department for Irrigation is housed under the Ministry of Water, Sanitation and Irrigation. Its mission is to guide and facilitate the development and management of irrigation infrastructure in Kenya through sustainable exploitation of land and water resources for food security and socio-economic development. The State Department further supports the development of policy instruments for water harvesting and storage, flood control management, irrigation infrastructure, land reclamation, and the regulation and coordination of the irrigation sector. The State Department's current mandate was delineated through Executive Order No. 1 of 2023.

The State Department launched the National Irrigation Sector Investment Plan (NISIP) 2025–2035, a strategic roadmap to expand and optimize irrigation as a driver of food security, climate resilience, and economic growth. Anchored in Kenya Vision 2030, the National Irrigation Policy (2017), and the Bottom-Up Economic Transformation Agenda (BETA), NISIP aims to develop 1.5 million acres of irrigation by 2030. The plan identifies five complementary development pathways and provides a coordinated investment framework for aligning government and private sector financing with regional and national priorities. The pathways include: (1) Farmer - led irrigation development, (2) High -performing public schemes, (3) Promotion of corporate agribusiness, (4) Revitalized irrigation in ASALs and (5) Community scheme resilience.

As irrigation development continues to expand across the country, effective communication has become increasingly important. Irrigation projects involve multiple stakeholders, including national and county governments, development partners, private sector actors, farming communities, and the general public, whose participation and support are critical to successful implementation. Clear and coordinated communication is therefore necessary to build public awareness, strengthen stakeholder confidence, promote transparency, and ensure that communities understand and benefit from irrigation initiatives.

At the same time, the evolving information landscape, characterized by the rapid growth of digital media and increased public scrutiny of development programmes, has heightened the need for timely, accurate, and consistent communication. Without a coordinated communication framework, important information about irrigation projects, sector progress, and available services may remain fragmented, limiting public understanding and engagement.

It is against this backdrop that this communication strategy has been developed. The strategy provides a structured framework for strengthening how the State Department for Irrigation communicates its mandate, engages stakeholders, and disseminates information about irrigation development. The strategy aims to support the effective implementation of Kenya's irrigation agenda and contribute to the realization of national food security and economic development goals.



## 1.2 Context of Preparing the Communication Strategy

The development of the State Department for Irrigation communication strategy is grounded in Kenya's overarching governance policies and development blueprints. These include the Constitution of Kenya (2010), Kenya Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA) under the Fourth Medium Term Plan (2023–2027). The Strategy is also informed by the sector's core guiding documents including the National Irrigation Policy (2017), the Irrigation Act (2019), the National Irrigation Services Strategy (2022–2026), the National Irrigation Sector Investment Plan (NISIP), 2025-2035 and the State Department for Irrigation Strategic Plan (2023–2027) which collectively articulate the vision, regulatory frameworks, institutional mandates, investment and implementation priorities for irrigation development in Kenya. Additionally, the National Communication Policy (January 2026), National Government Communication Strategy (May 2025) and the Kenya Artificial Intelligence Strategy (2025–2030) were incorporated to ensure alignment with evolving government communication standards and emerging digital innovation opportunities.

Together, these instruments provided the foundation for identifying the key challenges, opportunities, and strategic directions addressed in this communication strategy. The table below outlines how the strategy aligns to significant issues within these instruments:

*Table 1: Summary of Alignments to Legal and Policy documents, Blueprints, and Related Strategies*

| Instrument                        | Areas for Alignment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Strategic Alignments to the Strategy's Key Result Areas (KRAs)                                                                                                                                                                                                                                                    |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Constitution of Kenya 2010</b> | <p><b>Access to information.</b><br/>Article 35<br/>(1) Every citizen has the right of access to—<br/>(a) information held by the State; and<br/>(b) information held by another person and required for the exercise or protection of any right or fundamental freedom.<br/>(2) Every person has the right to the correction or deletion of untrue or misleading information that affects the person.<br/>Constitution of Kenya, 2010</p> <p>(3) The State shall publish and publicize any important information affecting the nation.</p> <p><b>Public Participation</b><br/>The constitution of Kenya promotes the people's participation in the governance of the country through democratic, free and fair elections and the devolution and exercise of power and further ensures the full participation of the people in the management of public affairs.</p> | <p><b>KRA 1:</b> Strengthened Corporate Communication aims to keep all stakeholders informed in a timely and accurate manner using multi channel strategies.</p> <p><b>KRA 5:</b> Strengthened Reputation Management and Crisis Communication aims to correct misinformation in a timely and accurate manner.</p> |

| Instrument                                        | Areas for Alignment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Strategic Alignments to the Strategy's Key Result Areas (KRAs)                                                                                                                                                                                                                                                             |
|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| National Irrigation Policy (2017)                 | <p><b>Broad Irrigation Development Strategies Targeting Farmers</b></p> <ol style="list-style-type: none"> <li>1. Enhance farmer education and awareness, and improve communication and information flow.</li> <li>2. Provide market information and access for agricultural produce and regulatory functions to protect farmers from undue exploitation.</li> <li>3. Involve farmers in irrigation development policy formulation, and ensure that they are involved in all stages of the irrigation development and management processes.</li> <li>4. Enhance targeted capacity building based on gender and establish mechanisms to involve youth in irrigated agriculture.</li> </ol> | <p><b>KRA 4: Effective Project/Programme Communication</b> aims to deepen engagement with farmers, with a focus on youth.</p>                                                                                                                                                                                              |
| The Irrigation Act (2019)                         | <p><b>Role of National Government in Irrigation</b></p> <p>The Irrigation Act outlines the coordination roles of National Government in managing and regulating irrigation throughout Kenya.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <p><b>KRA 1: Strengthened Corporate Communication</b> aims to streamline messaging that clarifies and amplifies the mandate, role and achievements of the State Department for Irrigation.</p>                                                                                                                             |
| National Irrigation Services Strategy (2022-2026) | <p><b>Information and Knowledge Management</b></p> <ol style="list-style-type: none"> <li>1. Improve capacity for use of information technology in the sector. This will involve training on and equipping the sector with modern information and knowledge management technologies.</li> <li>2. Leverage on growing stock of global information and knowledge on irrigation. This entails engaging global information repositories to access information on irrigation. It will also include leveraging on information and communication technology platforms to access and share information.</li> </ol>                                                                                | <p><b>KRA 1: Strengthened Corporate Communication</b> aims to strengthen evidence-based communication, particularly through the use of the National Irrigation Sector Investment Plan Management Information System (NISIP-MIS) to provide comprehensive up to date data on the State Departments projects/programmes.</p> |

| Instrument                                                                                                          | Areas for Alignment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Strategic Alignments to the Strategy's Key Result Areas (KRAs)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>The State Department for Irrigation strategic plan (2023 – 2027)</b>                                             | <p><b>Strategic Communication</b></p> <ol style="list-style-type: none"> <li>1. Creation of the State Department's Communication policy and strategy.</li> <li>2. Undertake publicity and branding.</li> <li>3. Build the image of the State Department through public relations.</li> </ol> <p><b>Risk Mitigation</b></p> <p>Effective stakeholder/community engagement and enhancing public participation as risk mitigation measures to reduce stakeholder/community resistance to programmes/projects.</p> | <p><b>KRA 1: Strengthened Corporate Communication</b> aims to adopt a communication policy in addition to this communication strategy.</p> <p><b>KRA 2: Streamlined Internal Communication</b> aims to increase internal collaboration between the State Department's Directorates for optimized public relations. It also aims to ensure sufficient resourcing to operationalize the communication strategy.</p> <p><b>KRA 5: Strengthened Reputation Management and Crisis Communication</b> aims to correct misinformation in a timely and accurate manner.</p> |
| <b>Bottom-Up Economic Transformation Agenda for Inclusive Growth (BETA) – Fourth Medium Term Plan (2023 – 2027)</b> | <p><b>Focus on Youth Employment</b></p> <p>It is estimated that 800,000 youths are entering the job market annually with the majority not absorbed into meaningful employment over time. As part of its employment creation strategy, the government aims to raise agricultural productivity through promoting crops and livestock product value chains.</p>                                                                                                                                                   | <p><b>KRA 4: Effective Project/Programme Communication</b> aims to deepen engagement with farmers, with a focus on youth.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Kenya Vision 2030</b>                                                                                            | <p><b>Transparency and Accountability</b></p> <p>The 2030 vision aims to create transparent, accountable, ethical, results oriented government institutions by, among other strategies, increasing public access to information and data; and civilian oversight.</p>                                                                                                                                                                                                                                          | <p><b>KRA 1: Strengthened Corporate Communication</b> aims to optimize website communication through the integration of the National Irrigation Sector Investment Plan Management Information System (NISIP-MIS) to provide comprehensive up to date data on the State Departments projects/programmes.</p>                                                                                                                                                                                                                                                        |



| Instrument                                                | Areas for Alignment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Strategic Alignments to the Strategy's Key Result Areas (KRAs)                                                                                                                                                       |
|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>National Irrigation Sector Investment Plan (NISIP)</b> | <p><b>National Communication Campaign about irrigation, agricultural and water development</b></p> <p>The approval of NISIP will trigger the commencement of a communication campaign to achieve wider awareness about irrigation and agricultural water development best practices, profitability, market size, demand, and implementation options that can achieve ecologically sustainable expansion and intensification. The campaign will ensure inclusion of all stakeholders and highlight transparency and accountability mechanisms.</p>                                                                                                                                                                                                                                                                                                                           | <p><b>KRA 1: Strengthened Corporate Communication</b> aims to initiate regular information-sharing and joint communication planning sessions conducted with related MDAs; and roll out joint national campaigns.</p> |
| <b>National Communication Policy (January 2026)</b>       | <p><b>The overarching goal is to ensure that the Government speaks with one voice through well-coordinated, managed and responsive public communications.</b></p> <p>The objectives of this policy are to:</p> <ol style="list-style-type: none"> <li>1. Provide a framework for coordinated, harmonized and unified Government Communication.</li> <li>2. Establish an appropriate strategic, operational, institutional and regulatory system to enhance the administration of Government Communication.</li> <li>3. Allocate resources for communication services for all Government policies, programmes and projects.</li> <li>4. Promote and sustain the Government brand and reputation locally and globally</li> <li>5. Guide Government Communication in times of crisis and emergency.</li> <li>6. Harness the media ecosystem in public communication</li> </ol> | <p><b>Overall, the creation of a communication Strategy</b> by the State Department for Irrigation emulates the national goals for more streamlined strategic, effective and citizen-centric communication.</p>      |

| Instrument                                                | Areas for Alignment                                                                                                                                                                                                                                                                                                                                                                                                                                               | Strategic Alignments to the Strategy's Key Result Areas (KRAs)                                                                                                                                                  |
|-----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Government Communication Strategy (May 2025)</b>       | <p><b>Coherent and Competitive Government Communication</b></p> <p>Goals:</p> <ol style="list-style-type: none"> <li>1. Deploy structured coherent Government communication</li> <li>2. Develop a responsive, proactive and agile public communication framework.</li> <li>3. Develop a comprehensive crisis, emergency and risk communication framework.</li> <li>4. Enhance institutional capacity for effective Government communication.</li> </ol>           | <p><b>Overall, the creation of a communication Strategy</b> by the State Department for Irrigation emulates the national goals for more streamlined strategic, effective and citizen-centric communication.</p> |
| <b>Kenya Artificial Intelligence Strategy (2025-2030)</b> | <p><b>AI Priority Use Case</b></p> <p>The Kenyan government and ecosystem stakeholders have identified several high priority use cases across key sectors. For agriculture, emerging use cases include translating existing data into farmer-friendly audio formats in local languages and developing AI powered fertilizer recommendation systems. Public-sector use cases include multilingual chatbots and virtual assistants to improve service delivery.</p> | <p><b>KRA 1: Strengthened Corporate Communication</b> explores the integration of AI solutions for communication such as a website chatbot.</p>                                                                 |

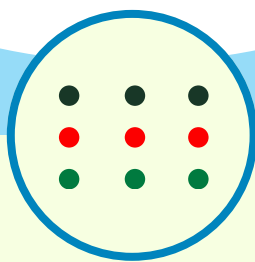
### 1.3 Approach and Methodology

The development of this communication strategy followed a systematic and participatory process. The strategy was developed using a mixed-methods approach combining qualitative and quantitative data collection techniques. The objective was to assess the current communication landscape that impacts the State Department for Irrigation and identify opportunities for strengthening institutional communication.

Following the development of an inception report, the process took off with a desk review of relevant policy documents, reports, among other communication materials to understand the institutional and policy context of irrigation development in Kenya. Primary data was then collected through key informant interviews with senior officials, technical staff, and sector stakeholders, as well as field visits and household surveys in selected irrigation areas. These methods were complemented by media monitoring to assess public narratives and the visibility of irrigation-related issues in both mainstream and digital media.

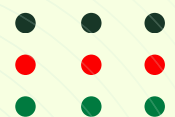
The data collected was analysed thematically to identify patterns in communication practices, stakeholder engagement, and information gaps affecting irrigation awareness and participation. The findings informed the identification of key strategic communication issues and the development of strategic goals and priority interventions for the communication strategy.

The draft strategy was subsequently reviewed through technical consultations with the public communication unit, Contract Implementation Team and a communication peer review team comprising of public communication Directors to further strengthen the strategic communication approaches outlined in the document. The final communication strategy was then designed and presented to The State Department's leadership for launch and implementation.



# CHAPTER 2

## SITUATIONAL ANALYSIS



## CHAPTER 2: SITUATIONAL ANALYSIS

This chapter presents an extensive situational analysis of the internal and external communication environment. It includes a PESTEL analysis, stakeholder mapping, audience segmentation, messaging matrix, insights from the State Department's internal communication audit and a SWOT analysis. This chapter identifies key emerging communication issues that inform the Key Result Areas.

### 2.1 External Environment

The external environment comprises all factors outside the State Department for Irrigation that influence its mandate, strategic direction, and communication priorities. The analysis considers both the macro environment and microenvironment.

#### 2.1.1 Macro Environment

The macro environment includes broad factors in the irrigation sector that have a direct or indirect influence on the State Department's ability to deliver its mandate. The macro environment has been assessed using the Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) framework as seen below:

##### 2.1.1.1 Political Factors

a. **Strong government commitment to food security:** National priorities such as the Bottom-Up Economic Transformation Agenda (BETA) and Vision 2030 reinforce irrigation as a key driver of agricultural transformation, creating a supportive political environment for communication on irrigation investments and impacts.

b. **Devolution and intergovernmental coordination:** Irrigation functions intersect with county governments, irrigation entities, and other related sectors including agriculture and water, making political alignment and consistent communication across levels of government crucial to avoid conflicting messages.

c. **Political sensitivities around irrigation:** Heightened public interest in public irrigation schemes, irrigation project/programmes, PPPs and importation of food to meet national deficits often leads to over-politicization of irrigation issues. There is therefore need for efficient and timely dissemination of information from the State Department to manage public sentiment, prevent misinformation, and maintain stakeholder trust.

##### 2.1.1.2 Economic Factors

a. **Budget constraints and competing national priorities:** Limited public resources means communication must be strategic, cost-effective, and aligned with investment priorities outlined in NISIP.

b. **Agricultural commercialization and market access:** Increased private sector interest in irrigated agriculture presents opportunities to communicate irrigation as an economic opportunity for farmers, especially youth, and investors.

c. **Development Partner financing:** Development Partners remain key in the financing of irrigation projects/programmes. Effective communication strengthens overall resource mobilization through amplification of the impact that investments are making in the irrigation sector.

### 2.1.1.3 Social Factors

a. **Population growth and food security concerns:** Linking rising demand for food security and the potential of irrigation to seal national food deficits increases public interest in irrigation. This makes proactive communication with this type of messaging is both strategic and essential.

b. **Youth unemployment and evolving attitudes toward agriculture:** Youth are increasingly seeking modern, tech-driven opportunities to cope with the high rate of unemployment. Communication must therefore portray irrigation, agri business and smart farming as innovative and profitable ventures, with messaging and campaign strategies tailored towards youth audience segments.

c. **Rural–Urban Digital Divide:** Communication must balance both traditional and digital channels to reach diverse audiences, especially those in remote areas.

### 2.1.1.4 Technological Factors

a. **Emerging digital tools and AI:** Opportunities exist to use AI for data analytics, stakeholder mapping, sentiment analysis, and personalized communication. Guidance for the use of AI in government is provided by the Kenya AI Strategy (2025–2030).

b. **Growing mobile penetration, internet and social media use:** Increased access to mobile phones and internet supports digital outreach, especially within a growing youth population in the country. It, however, also amplifies the risk of misinformation.

c. **National Irrigation Sector Investment Plan Management Information System (NISIP-MIS):** Creation of public facing communication products using data from this centralized information system will significantly improve transparency and accountability in the irrigation sector.

d. **Growth of Smart Irrigation Farming:** The growth and evolution of irrigation technologies in the country provides opportunities for awareness campaigns targeting increased uptake of smart farming, especially by youth.

### 2.1.1.5 Environmental Factors

a. **Environmental Safeguarding Regulations:** Projects must adhere to local and global environmental standards, requiring clear public communication on efficient water use, conservation practices, and compliance with environmental regulations.

b. **Shocks related to climate disruptions:** Climate disruptions such as droughts and floods can affect yields, cause market instability and delay project/programme outcomes. In such instances, responsive communication from the State Department for Irrigation is needed to provide solutions and maintain public trust.

### 2.1.1.6 Legal Factors

a. **Policy, legislative and sector frameworks:** The existence of instruments such as the National Irrigation Policy (2017) and Irrigation Act (2019), dictate the roles and accountabilities of sector actors, influencing messaging boundaries and stakeholder expectations.

b. **Public Participation Laws:** The Constitution and various legislation require effective public participation. Communication must therefore support targeted, transparent and inclusive information sharing with various stakeholders to maximize their participation.



## 2.1.2 Micro Environment

Micro-environment analysis is based on immediate external factors in the State Department for Irrigation's communication environment which affect access to resources for implementation of public communication. Below is a summary of factors that were assessed:

### 2.1.2.1 Current Communication Landscape

#### a. General Overview

Kenya's media landscape is diverse and evolving fast, combining strong traditional outlets with rapid digital growth. Radio, television and online platforms remain the dominant sources of news and information.

Alongside mainstream media, diverse digital platforms have become accessible due to relatively low entry barriers and flexible investment requirements. Diversification of digital platforms has in turn led to a significant rise in content creators. Citizen journalism in particular has become a defining feature of the media space, with individuals and communities using smartphones to document events and share opinions in real time. This has enhanced access to diverse perspectives but also increased exposure to misinformation, unverified claims, polarized narratives and misuse of AI innovations. Regardless of these challenges, the rise of citizen journalism and content generated by local communities provides an avenue for bottom-up communication, where farmers, irrigation water user associations, community influencers, and local champions can document their experiences, showcase success stories, and help demystify irrigation technologies.

The Media Council of Kenya highlights the continued centrality of both traditional and digital platforms in content consumption while spotlighting growing concerns around accuracy, ethics and safety of journalists in an increasingly politicized environment.<sup>1</sup> In particular, politicization of media coverage increases the need for deeper, proactive media engagement by government institutions. For example, accurate reporting on irrigation requires journalists to understand technical concepts such as project cycles, financing models, environmental considerations etc. The State Department must therefore invest in regular media briefings, field visits, media kits, and stronger relationships with editors and correspondents to ensure factual and development-oriented coverage.

Government institutions in Kenya operate websites and maintain social media presence, however, poor integration across digital channels including websites, mobile applications, and social media creates fragmented messaging and limits the reach of communication. There is gradual incorporation and use of emerging tools such as AI chatbots, automated helpdesks, and real-time analytics, however, this has not yet been fully mainstreamed. Integrating these technologies presents a significant opportunity to enhance responsiveness, citizen engagement, and service delivery for sectors such as irrigation.

#### b. Historical Visibility of Irrigation and its Institutions

Irrigation as a public function in Kenya has been reported in the media since the colonial and early post-independence period, but coverage has historically focused on schemes, dams and individual projects, rather than on the institutional identity of the state entity responsible for the sector.

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<sup>1</sup> Media Council of Kenya. (2025). Assessment of Media Environment in Kenya 2025. <https://mediacouncil.or.ke/sites/default/files/downloads/ASSESSMENT%20OF%20MEDIA%20ENVIRONMENT%20IN%20KENYA%202025.pdf>



Irrigation function began as a Small-Scale Irrigation Unit (SSIU) in 1977 under the Ministry of Agriculture. In 1978, the Unit was renamed Irrigation and Drainage Branch (IDB) under the same Ministry of Agriculture. In 2003, the irrigation function was moved to the then Ministry of Water and established as a Directorate of irrigation. The Directorate was elevated to the State Department for Irrigation through Executive Order No. 1 of May 2016 and placed under the Ministry of Water and Irrigation with a mandate to undertake irrigation development, water storage for irrigation and land reclamation. In 2018, the State Department for Irrigation was moved to the Ministry of Agriculture, Livestock, Fisheries and Irrigation and a year later it was moved back to the Ministry of Water, Sanitation and Irrigation as a Directorate under the Ministry. The State Department for Irrigation has been re-established under the Ministry of Water, Sanitation and Irrigation through the Executive Order No. 1 of 2023 on Organization of Government.<sup>2</sup>

Throughout these shifts, the branding of major public schemes and projects has remained relatively constant (e.g. Mwea, Bura, Galana Kulalu etc), which has made it easier to trace media coverage of irrigation projects over time, but harder for the public to consistently connect irrigation projects to a clearly defined State Department brand. As a result, the institutional brand “State Department for Irrigation” has had lower historical visibility than the projects and agencies it oversees.

### c. Recent Trends in Coverage (2023–2025)

From 2023 onwards, there has been a notable increase in media content that explicitly references the State Department for Irrigation, particularly in relation large-scale food security projects, legislative actions such as the drafting of policies, and promotion of the National Irrigation Sector Investment Plan (NISIP) which marked a peak in sector-wide communication and visibility, with coordinated coverage across various government platforms, strategic events and high-level engagements.

### Key Narratives and Drivers of Coverage

Across mainstream media, government channels and sector platforms, coverage of the State Department and the irrigation sector clusters around a set of positive and negative perception drivers as summarized below:

Table 2: Positive and negative perception drivers

| Positive Perception Drivers                                                                                                                                                                                                                                                                                        | Negative Perception Drivers                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Establishment, expansion, and rehabilitation of schemes and dams.</li> <li>Irrigation as a pillar of food security and economic transformation.</li> <li>Partnerships and investment.</li> <li>Adoption of modern and climate-smart technologies.</li> <li>NISIP</li> </ul> | <ul style="list-style-type: none"> <li>Poor management or stalled projects.</li> <li>Community grievances.</li> <li>Misappropriation/corruption allegations.</li> <li>Budget implementation concerns.</li> <li>Misinformation on PPP partnerships.</li> <li>Over politicization of irrigation projects.</li> </ul> |

Overall, the potential for media interest in irrigation continues to be high because the sector sits at the intersection of water, land, food, climate resilience and job creation.

<sup>2</sup> State Department for Irrigation. (2023). Strategic Plan 2023–2027. [https://www.irrigation.go.ke/irrigation/sites/default/files/downloads/Final%20Draft%20THE STATE DEPARTMENT%27s%20Strategic%20Plan%202023%20-%202027.pdf](https://www.irrigation.go.ke/irrigation/sites/default/files/downloads/Final%20Draft%20THE%20STATE%20DEPARTMENT%27s%20Strategic%20Plan%202023%20-%202027.pdf)

## 2.2 The Internal Environment

The internal environment comprises of factors within the State Department for Irrigation that influence its communication priorities and practice. Below is a summary of factors that were assessed and identified:

### 2.2.1 The State Department Communication Audit Findings

#### 2.2.1.1 Digital and Mainstream Media Communication Channels

There is significant need to strengthen the effectiveness of the State Department's digital communication. The public receives the State Department's content from Ministry of Water, Sanitation and Irrigation, the State Department for Irrigation, the Principal Secretary's social media pages, and National Irrigation Authority. The Department's social media pages can be found on Twitter, Facebook, YouTube and TikTok and have significantly fewer followers or subscribers compared to the related institutional pages of MoWSI and NIA. Platforms such as LinkedIn which can be used to engage Development Partners remain absent.

Table 3: Social Media Presence of The State Department for Irrigation, NIA and MOWSI as at January 2026

| Social Media Platform | The State Department for | NIA followers | MoWSI followers |
|-----------------------|--------------------------|---------------|-----------------|
| Facebook              | 809                      | 15,000        | 19000           |
| X (Twitter)           | 223                      | 6,676         | 11500           |
| TikTok                | 883                      | -             | -               |
| YouTube               | 99                       | 839           | -               |
| Linked In             | -                        | -             | 231             |
| Instagram             | -                        | -             | -               |

Existing social media accounts showcase sporadic posting, with gaps ranging from 15 days to several months, and up to 7 years in the case of dormant accounts such as the X account. This inconsistency has led to stagnant growth and low engagement. Moreover, the State Department rarely utilizes interactive content formats such as polls, videos, webinars, Twitter Spaces, or Q&A sessions that could stimulate dialogue and feedback. There is also no visible use of analytics to track performance or guide strategy, and online queries or misinformation often go unaddressed. Notably, the presence of two separate YouTube and X channels divides traffic.

The State Department's website was launched in 2025. This launch was an important strategic investment to ensure visibility of key information on the State Department, and the state of irrigation in Kenya. The website presents several usability and visibility challenges.

As of August 2025, key functional gaps include broken social media links, non-clickable contact information, and an outdated copyright footer that undermines user trust and credibility. The website's performance in search engines is weak, reflecting poor Search Engine Optimization (SEO) practices and resulting in low website traffic. There is therefore need to optimize the site's content structure, meta-data, and keyword strategies, while also ensuring that all user-facing features are fully functional and aligned with modern digital standards. It is important to note that even when the State Department has its own website, MoWSI and NIA still capture information on irrigation and there is need to standardize website information on irrigation projects shared by irrigation entities.

Mainstream media remains key in provision of national visibility. Traditional media outlets have also been investing in the transition to digital communication in response to the growth in digital technology and communication. Due to this, the engagement by the State Department of traditional media houses including Citizen, KTN, NTV among others has led to significant Search Engine Optimization for its content, especially on YouTube through these mainstream media channels.

#### **2.2.1.2 Digital Content**

Key communication themes emerging from the State Department's 2025 content have centred around the National Irrigation Sector Investment Plan (NISIP), active partnership building, and high-level events such as launching, inspection, rehabilitation, and progress updates of major irrigation schemes. Communication efforts have also emphasized the strategic positioning of irrigation as a cornerstone in the government's agenda for food security and socio-economic empowerment.

There is however a noticeable lack of compelling beneficiary voices and impact-driven storytelling that could humanize the State Department's work and deepen public engagement. The visibility of smaller or lesser-known irrigation projects/ programmes is limited, leading to a narrow public understanding of the Department's full scope. Additionally, the absence of accessible, comprehensive and consolidated facts and figures on irrigation schemes weakens the State Department's ability to demonstrate evidence of progress and attract investment. Development Partners are not acknowledged on the website, missing an opportunity to highlight collaboration and shared success. Lastly, content tailored to farmers such as available irrigation services, eligibility criteria, application procedures etc. is minimal. With the State Department looking to increase acreage of land under irrigation, there is need for a farmer centred communication approach to increase the use of irrigation in the country, and particularly among the youth as an avenue for job creation. There is also need for stronger corporate communication content to disseminate the State Department's mandate, policies, guidelines, project/programme processes and progress.

#### **2.2.1.3 Coordination with Other Irrigation Management Entities**

Apart from the NISIP launch that brought together sector-wide collaboration in communication efforts, there is currently no coordinated national campaign to drive irrigation visibility. Furthermore, the State Department lacks a standardized approach to hashtag use and tagging of key stakeholders such as Development Partners, and irrigation-related institutions. Hashtags like #InvestInIrrigation, #RevolutionalizingIrrigation, #Formniirrigation and #DeliveringthePromise have been used sporadically in 2025. There is a need to streamline digital coordination and sector-wide messaging to maximize communication impact and online reach.



### **2.2.1.5 Branding**

There is no contextualized branding guideline for the State Department for Irrigation. In addition, The State Department's digital communication does not consistently adhere to Government visual identity systems and guidelines. The use of colours, logos and designs appear uncoordinated, which affects the brand image of the State Department negatively.

### **2.2.1.6 Complaints and feedback mechanism**

The State Department currently lacks a centralized and well-structured mechanism for receiving, documenting, and responding to public complaints and feedback. As a result, concerns raised by communities, such as challenges with contractors, project implementation processes, or access to irrigation services, are often managed in a siloed manner, without centralized documentation of these concerns, and how they were resolved. Limited awareness of official feedback channels, including those listed on the website further constrains public engagement. In some cases, communities also fear that raising concerns may lead to negative consequences, such as project cancellation, which discourages open reporting of issues.

Developing a centralized complaints and feedback mechanism that is supported by clear communication of the project cycle, accessible website information on ongoing and planned projects, and proactive responses to recurring public concerns will improve transparency, build public trust, and enable timely resolution of emerging issues before they escalate into reputational risks.

### **2.2.1.7 Data and Information Collection for Evidence Based Communication**

The State Department's launch of the NISIP-MIS is a significant step toward strengthening irrigation data and knowledge management. However, effective use of the system requires strong communication and information management practices alongside technology.

Currently, fragmented information flows across directorates limits the consistent documentation of project updates, statistics, and lessons learned, resulting in underutilized data. Communication remains largely event-driven, with documentation often tied to field visits and high-level engagements. In addition, limited public access to verified sector information and low stakeholder awareness of official data sources further constrain effective use of irrigation data.

To move beyond event-heavy communication and better reflect the full scope of the State Department's activities and impact, there is need for a more strategic approach to content development, supported by a reliable flow of irrigation data and information. Achieving this will involve strengthening internal information flow across directorates, enhancing collaboration with the public communication unit, and ensuring the systematic collection, storage, and dissemination of validated data and information.

### **2.2.1.8 The Public Communication Unit**

The State Department's public communication unit has strong and established links with traditional media outlets, ensuring consistent and strong media coverage in traditional media outlets. The team provides visibility of high-level activities such as meetings, site visits, and updates from senior officials. There is also a visible effort, although limited, to grow the social media presence of the State Department. However, several gaps limit the overall effectiveness of communication efforts.



Notably, the absence of a formal communication policy and strategy creates inconsistencies in messaging and weakens alignment across the State Department. The public communication unit operates without a clearly defined budget line, hindering its capacity to run targeted campaigns and manage digital platforms effectively.

Additionally, there are no standardized branding guidelines, leading to uncoordinated production and approval of key messages and branded materials. The public communication unit is not always adequately involved in planning and logistics for event and field activities, leading to gaps in coverage. Due to operating with a lean team, there is often need to enlist external support from consultants, and other communication practitioners when multiple field engagements occur concurrently. There is also limited coordination between technical teams and the public communication unit in the creation of Information, Education and Communication content and materials targeting farmers.

The National Communication Policy underscores that historically, government communication functions have been and continue to be under resourced, therefore these challenges are not unique to the State Department for Irrigation. The policy will pursue the issuance of mandatory budgetary allocations for the public communication function across all MDAs as a core strategic requirement, mandating a percentage of budgets for all government policies, programmes, and projects to be dedicated to communication services, and the integration of communication plans into project proposals and funding requests as policy interventions.<sup>3</sup> Progress in this matter has been slow but promising. In 2025, citing limited national coverage of government projects, programmes and activities due to underfunded communication units, the State Department for Broadcasting and Telecommunications, in collaboration with the National Treasury, directed State Departments to prioritize and allocate adequate resources to communication within their approved 2025/2026 and medium-term budgets, with a recommended minimum allocation of KES 60 million under a communication Head Code.

The key overall consideration for the State Department for Irrigation is how, through this strategy, it can position communication as a strategic management function and meet its resourcing requirements for effective implementation.

## **2.2.2 Stakeholder Mapping and Audience Segmentation**

### **2.2.2.1 Stakeholder Mapping**

The table below provides an overview of the State Department's key stakeholders, outlining mutual communication expectations, and the most effective channels for engaging each stakeholder group.

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<sup>3</sup> Ministry of Information, Communications and the Digital Economy. (2026, January 22). *Final communications policy*. <https://ict.go.ke/node/959>



| Stakeholder                                                                                                 | Expectation of the State Department                                                                                                                                                                                          | Expectation of stakeholder                                                                                                                                               | Communication Channel                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Executive and Members of Parliament                                                                     | a. Support for projects/programmes.<br>b. Depoliticizing communication around irrigation projects.<br>c. Amplification of communication on irrigation sector progress and initiatives.                                       | Timely and comprehensive sector reporting.                                                                                                                               | <ul style="list-style-type: none"> <li>• Statutory oversight and sector progress reports</li> <li>• Newsletters</li> <li>• Website</li> <li>• Mainstream media</li> </ul> |
| County Governments (Governor/ CEC/ Chief officers in charge of Agriculture/ Water/ Environment/ Irrigation) | a. Support the State Department's activities at county level.<br>b. Communicate government policies, programs, projects and plans.<br>c. Collaboration in the implementation of the project.                                 | a. Timely communication of expected support in project/programme communication.<br>b. Sharing key messages and products for joint campaigns.                             | <ul style="list-style-type: none"> <li>• Coordination meetings</li> <li>• Circulars</li> <li>• Newsletters</li> <li>• Website</li> <li>• Mainstream media</li> </ul>      |
| Departments and Agencies with similar interests                                                             | a. Collaboration in raising visibility of irrigation sector issues.<br>b. Communicate government policies, programmes, projects and plans.<br>c. Collaboration in tracking and addressing misinformation and disinformation. | a. Timely communication of expected support in sector -wide communication.<br>b. Co-creation and streamlining of key messages and products for joint national campaigns. | <ul style="list-style-type: none"> <li>• Coordination meetings</li> <li>• Circulars</li> <li>• Newsletters</li> <li>• Website</li> </ul>                                  |
| Private Sector and Development Partner                                                                      | a. Support for the Irrigation Sector in Kenya.<br>b. Collaboration in raising visibility of irrigation sector issues.                                                                                                        | a. Timely communication of expected support in sector -wide communication.<br>b. Co-creation and streamlining of key messages and products for joint communication.      | <ul style="list-style-type: none"> <li>• Meetings</li> <li>• Reports</li> <li>• Newsletters</li> <li>• Social Media</li> <li>• Website</li> </ul>                         |
| National Government Administration Officers (County Commissioners/ Chiefs/Assistant Chiefs)                 | a. Act as a link between the government and citizens.<br>b. Communicate government policies, programmes, projects and plans.<br>c. Collaboration in tracking and addressing misinformation.                                  | a. Timely updates and communication of expected support in community level communication.                                                                                | <ul style="list-style-type: none"> <li>• Coordination meetings</li> <li>• Circulars</li> <li>• Newsletters</li> <li>• Website</li> </ul>                                  |

| Stakeholder                                            | Expectation of the State Department                                                                                                                                                                                                                          | Expectation of stakeholder                                                                                                                                                                                                                                                                     | Communication Channel                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Public / citizenry                                     | a. Active participation in irrigation farming.<br>b. Public oversight.                                                                                                                                                                                       | a. Timely and accurate information on irrigation issues, opportunities and services.                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>• TV ads or shows</li> <li>• Radio spots</li> <li>• Radio drama</li> <li>• Newspapers</li> <li>• Social media</li> <li>• Website</li> <li>• Blogs</li> <li>• Conferences and events</li> <li>• Hotlines</li> <li>• Call-in radio shows</li> <li>• Chatbots</li> <li>• Megaphones</li> <li>• Sound trucks</li> <li>• Digital leaflets and posters</li> <li>• News Papers</li> </ul> |
| Religious/ community/ opinion leaders                  | a. Shape community opinions on irrigation issues.<br>b. Support the implementation of irrigation programmes/ projects.<br>c. Communicate government policies, programmes, projects and plans.<br>d. Collaboration in tracking and addressing misinformation. | a. Timely and accurate information on irrigation issues, opportunities and services.<br>b. Timely updates and communication of expected support in community level communication.<br>c. Timely sharing of key messages and products for joint campaigns.<br>d. Accessible feedback mechanisms. | <ul style="list-style-type: none"> <li>• Dissemination meetings</li> <li>• Information, Education and Communication (IEC) materials</li> <li>• Newsletters</li> <li>• Website</li> <li>• Social Media</li> </ul>                                                                                                                                                                                                          |
| Schools' Leadership Teams (Principals, BoGs, Teachers) | a. Partnership in school related irrigation projects.<br>b. Collaboration in compilation of project success stories.                                                                                                                                         | a. Consistent engagement and communication of expected support in project/programme communication.<br>b. Accessible feedback mechanisms.<br>c. Enhancing Income streams.<br>d. Nutrition support through programme output.                                                                     | <ul style="list-style-type: none"> <li>• Engagement meetings</li> <li>• Information, Education and Communication (IEC) materials</li> <li>• Newsletters</li> <li>• Website</li> <li>• Social Media</li> </ul>                                                                                                                                                                                                             |

| Stakeholder                    | Expectation of the State Department                                                                                                                                                                                                                | Expectation of stakeholder                                                                                                                                                                                 | Communication Channel                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Students/4K clubs              | <p>a. Uptake of irrigation culture and practice by students during and after schooling.</p> <p>b. Sharing of learnt skills with the community who may take up irrigated farming as a result.</p>                                                   | Enhanced practical knowledge about irrigation and farming that enriches curriculum learning.                                                                                                               | <ul style="list-style-type: none"> <li>• School club meetings</li> <li>• IEC materials</li> <li>• Competitions targeting students</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                  |
| Farmer Communities             | <p>a. Community ownership and collaboration for irrigation projects/programmes.</p> <p>b. Collaboration in sharing of key messages and verified information.</p> <p>c. Collaboration in tracking and addressing misinformation.</p>                | <p>a. Timely and accurate information on irrigation issues, opportunities and services.</p> <p>b. Timely sharing of key messages and products for campaigns.</p> <p>c. Accessible feedback mechanisms,</p> | <ul style="list-style-type: none"> <li>• SMS</li> <li>• TV ads or shows</li> <li>• Radio spots</li> <li>• Radio drama</li> <li>• Social media</li> <li>• Website</li> <li>• Hotlines</li> <li>• Call-in radio shows</li> <li>• Leaflets posters</li> <li>• Promotional items</li> <li>• Noticeboards</li> <li>• Wall murals</li> <li>• Suggestion box</li> <li>• House to house</li> <li>• Community meetings</li> <li>• Information desks</li> <li>• Mobile cinema</li> <li>• Community theatre</li> <li>• Focus group discussion</li> </ul> |
| Media/social media influencers | <p>a. Enhanced awareness creation, information dissemination and effective communication.</p> <p>b. Fair, current, accurate and responsible coverage.</p> <p>c. Collaboration in tracking and addressing misinformation.</p> <p>d. Partnership</p> | <p>a. Timely and accurate information on irrigation issues, opportunities and services.</p> <p>b. Timely Sharing of key messages and products for campaigns.</p> <p>c. Partnership.</p>                    | <ul style="list-style-type: none"> <li>• Media workshops</li> <li>• Media engagement forums</li> <li>• Media field trips</li> <li>• Website</li> <li>• Social Media</li> <li>• IEC materials</li> </ul>                                                                                                                                                                                                                                                                                                                                       |

| Stakeholder                                           | Expectation of the State Department                                                                                                                                                                                                                                                                                                                | Expectation of stakeholder                                                                                                                                                                                                                                                     | Communication Channel                                                                                                                                                                                                                                        |
|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Non-Governmental Organizations, (NGOs), Civil Society | <p>a. Support for irrigation projects/programmes.</p> <p>b. Collaboration and support of national campaigns. Support in creation of farmer capacity building products for online distribution.</p> <p>c. Collaboration in sharing of key messages and verified information.</p> <p>d. Collaboration in tracking and addressing misinformation.</p> | <p>a. Timely and accurate information on irrigation issues, opportunities and services.</p> <p>b. Timely sharing of key messages and products for campaigns.</p> <p>c. Partnership.</p>                                                                                        | <ul style="list-style-type: none"> <li>Dissemination meetings</li> <li>Coordination meetings</li> <li>Co-creation workshops</li> <li>IEC Materials</li> <li>Newspapers</li> <li>Newsletters</li> <li>Blogs</li> <li>Social Media</li> <li>Website</li> </ul> |
| Suppliers and Contractors                             | <p>a. Compliance with public procurement requirements and contractual obligations.</p> <p>b. Delivery that meets approved technical specifications and quality standards.</p> <p>c. Transparent reporting and early notification of risks, delays, or changes that may affect delivery.</p>                                                        | <p>a. Transparent communication of procurement processes, with clear eligibility, evaluation criteria, scope of work and deliverable requirements.</p> <p>b. Coordinated working arrangements and internal communication to support delivery by suppliers and contractors.</p> | <ul style="list-style-type: none"> <li>Public Notices/ Advertisements</li> <li>Website</li> <li>Public Procurement Platform</li> <li>Contract management meetings</li> </ul>                                                                                 |
| Research and academic institutions                    | <p>a. Technology development and transfer.</p> <p>b. Collaboration in technical capacity building.</p> <p>c. Participating in policy development.</p> <p>d. Participating in project development and implementation.</p> <p>e. Generation of knowledge and research in innovations in irrigation.</p>                                              | <p>a. Platforms to disseminate research and innovations.</p> <p>b. Dissemination and scaling of innovations to farmers.</p>                                                                                                                                                    | <ul style="list-style-type: none"> <li>Conferences and symposiums</li> <li>TV ads or shows</li> <li>Radio spots</li> <li>Newspapers</li> <li>Social media</li> <li>Website</li> <li>Blogs</li> <li>Webinars</li> <li>Co-creation workshops</li> </ul>        |

Table 4: Stakeholder Mapping

### 2.2.2.2 Audience Segmentation

The following section groups target audiences by shared characteristics to guide how public messages are framed, delivered, and adapted.

#### 2.2.2.2.1 Communication Platform Segmentation

According to the Communications Authority of Kenya<sup>4</sup>, moderate cross-platform engagement is common, with radio, television and online platforms forming the dominant mix of media use. While mobile phones are the primary gateway to digital content and social media, traditional devices for radio and TV remain central to everyday media consumption. Smart phone penetration was at 83.5% by June 2025<sup>5</sup> providing opportunity for both online communication and bulk SMS to communicate key messages across broad audiences. Radio and television continue to show stable, high access across audiences, indicating the continued relevance of legacy media even as digital use rises. Emerging shifts point toward increasing media convergence and mobile-driven integration in the future.

#### 2.2.2.2.2 Demographic Segmentation

##### a. Gender Segmentation

Radio and TV show a balanced gender distribution, with a very slight male lead, while digital usage is skewed towards men whose online usage is 14% more than women. Newspaper readership is significantly male dominated, with men twice as likely as women to read newspapers.

##### b. Age Segmentation

Radio attracts all ages but is most preferred by audiences aged 45+, followed closely by young and middle-aged audiences aged 15-34 years. Television has a broadly distributed audience which is slightly higher among young adults aged 25-34 years and older adults who are 45+. Online usage is dominated by youth aged 15-34 years, while newspaper readership is highest among young adults (25-34 years).

#### Geographical Segmentation

Radio is overwhelmingly used in rural areas at 72%, while TV usage is at 64% showing deep penetration of these two media in non-urban communities. Rural Kenyans are high media consumers across all formats, not only radio and TV, they outpace urban audiences in online usage and newspaper readership.

#### Socio Economic (LSM)<sup>6</sup> Segmentation

Lowest-income groups (LSM1-4) rely heavily on radio as their primary information source. Moderate income groups (LSM 5-7) use both traditional and digital media but still prefer radio/TV. Upper middle-income groups (LSM 8-11) are heavy consumers of TV, online platforms, and print media. Highest income groups (LSM 12+) depend more on online usage and newspaper readership.

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<sup>4</sup> Communications Authority of Kenya. (2025). Audience measurement and industry trends report, quarter 3 2024–2025. <https://www.ca.go.ke/sites/default/files/202505/Audience%20Measurement%20and%20Industry%20Trends%20Report%20Quarter%203%202024-2025.pdf>

<sup>5</sup> Communications Authority of Kenya. (2024). Mobile, internet and tech services surge as Kenya's digital shift accelerates. <https://www.ca.go.ke/mobile-internet-and-tech-services-surge-kenya-digital-shift-accelerates>

<sup>6</sup> Living Standards Measures (LSM) is a model for socio economic profiles, with 1 indicating the lowest income groups while 12+ indicating the wealthiest groups.



Table 5: Summary of Media Consumers Demographics in Kenya by Communications Authority of Kenya Q3 2024/2025

| Demographics     | Radio Listeners<br>n=24.1m | TV Viewers<br>n=24.1m | Newspaper<br>Readership<br>n=5.8m | Online Usage<br>n=18.4m |
|------------------|----------------------------|-----------------------|-----------------------------------|-------------------------|
| <b>Gender</b>    |                            |                       |                                   |                         |
| Male             | 52%                        | 52%                   | 67%                               | 57%                     |
| Female           | 48%                        | 48%                   | 33%                               | 43%                     |
|                  |                            |                       |                                   |                         |
| <b>Age Group</b> |                            |                       |                                   |                         |
| 18-24 years      | 20%                        | 22%                   | 22%                               | 27%                     |
| 25-34 years      | 23%                        | 26%                   | 28%                               | 30%                     |
| 35-44 years      | 19%                        | 18%                   | 18%                               | 16%                     |
| 45+ years        | 27%                        | 23%                   | 21%                               | 13%                     |
|                  |                            |                       |                                   |                         |
| <b>Setting</b>   |                            |                       |                                   |                         |
| Urban            | 28%                        | 36%                   | 41%                               | 43%                     |
| Rural            | 72%                        | 64%                   | 59%                               | 57%                     |
|                  |                            |                       |                                   |                         |
| <b>LSM group</b> |                            |                       |                                   |                         |
| 1-4              | 17%                        | 4%                    | 2%                                | 2%                      |
| 5-7              | 27%                        | 25%                   | 10%                               | 13%                     |
| 8-11             | 42%                        | 51%                   | 53%                               | 59%                     |
| 12+              | 14%                        | 20%                   | 35%                               | 26%                     |





### 2.2.2.2.3 Social Media Segmentation

Social media platforms are increasingly central for news, entertainment, mobilization and public debate. Facebook and WhatsApp are the most popular and influential social media platforms in Kenya.<sup>7</sup> TikTok and YouTube are in third and fourth place respectively with TikTok being the newer platform among the four but fast gaining popularity across different audiences, especially youth.

In general, internet users are driven by the search for information to fulfil social and self-educational needs. Over 50% of internet users in Kenya in 2025 used the internet to research how to do things, to get new ideas and inspiration. 43.2% used it to specifically watch tutorials and How-To videos. 41% used the internet to do business related research. TV shows or channels were more likely to be followed online at 44.8% user than influencers (28%), companies relevant to users' work (25.8%) and journalists and news companies (19.2%).<sup>8</sup>

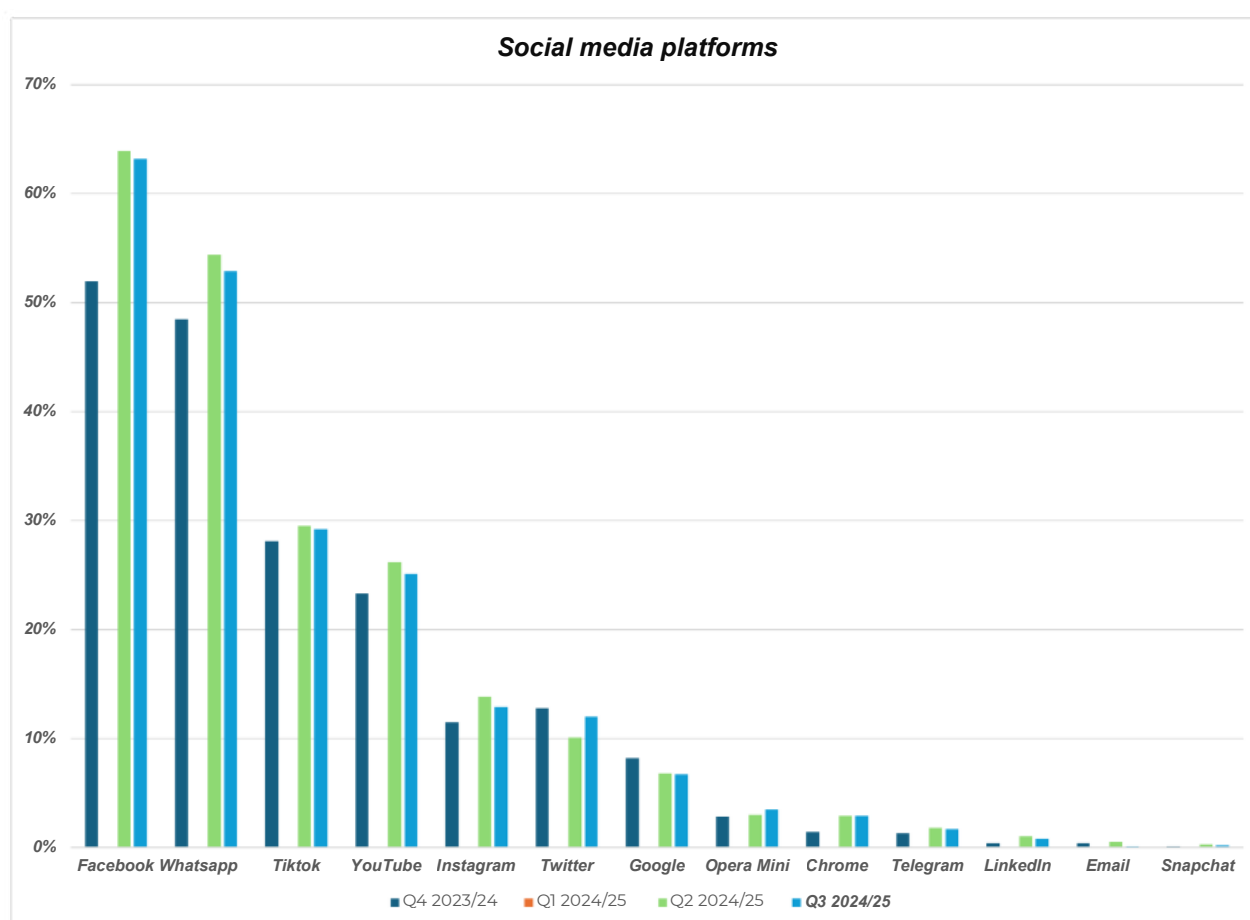


Figure 2: Representation of social media use in Kenya by Communications Authority of Kenya Q3 2024/2025

<sup>7</sup> Communications Authority of Kenya. (2025). Audience measurement and industry trends report, quarter 3 2024–2025. <sup>6</sup> Living Standards Measures (LSM) is a model for socio economic profiles, with 1 indicating the lowest income groups while 12+ indicating the wealthiest groups.

<sup>8</sup> DataReportal. (2026). Digital 2026: Kenya. <sup>6</sup> Living Standards Measures (LSM) is a model for socio economic profiles, with 1 indicating the lowest income groups while 12+ indicating the wealthiest groups.

#### 2.2.2.2.4 Audience Messaging

The household survey conducted as part of primary data collection to inform this strategy showed that awareness of SDI services is high (83.7%) among respondents from 9 counties (n=221). Knowledge of irrigation methods is predominantly basic to moderate, with only 14.5% reporting advanced knowledge. Majority of the respondents accessed information about the State Department's services from community elders, community meetings (barazas) and neighbours indicating that community gate keepers have high level access to information and a high level of trust from community members as providers of verified information. They also are more likely to get information from radio than TV which correlates to CAK's analysis on the penetration of radio and TV, especially in rural areas. To note is that none of the respondents of the household survey accessed information on the State Department's services from social media, but Focus Group Discussions indicated that youth quite actively seek general information on platforms such as Facebook, TikTok, YouTube and WhatsApp, and would appreciate to receive information and simple video formats that help them understand how to practice irrigated farming and how to access resources to support them to do so. This correlates with the observation that there is lack of farmer-centred content on the State Department's digital platforms that promotes knowledge of irrigated farming.

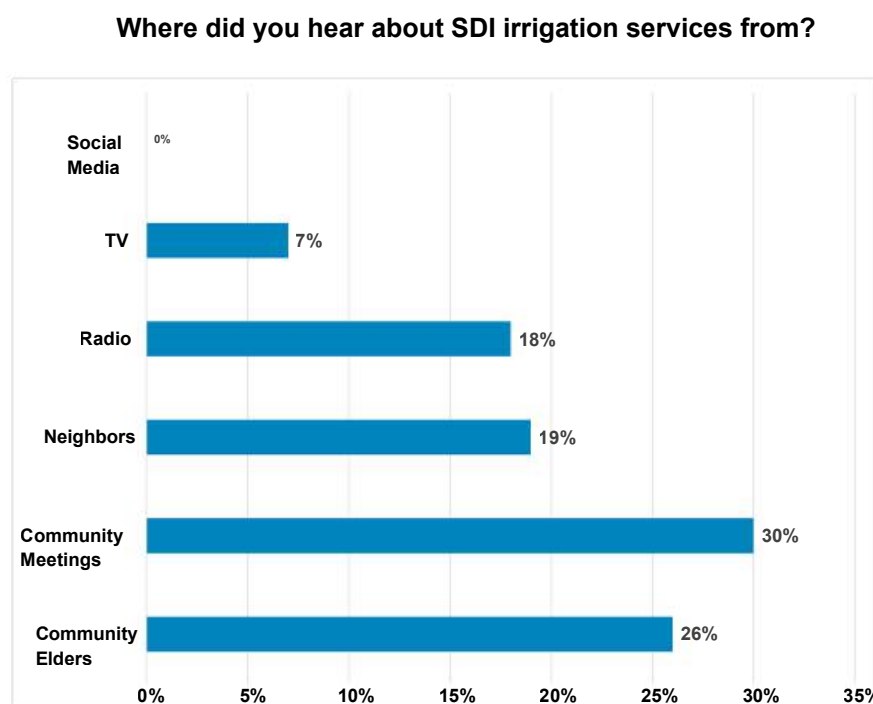


Figure 3: Sources of information about SDI irrigation services as indicated by household survey respondents

The survey results showed that farmers are most likely to adopt irrigation when they receive practical support and knowledge, particularly training (31%), financial support or subsidies (22%), and improved access to water (18%), followed by market linkages (15%) and farmer group engagement (13%). Despite this interest, the findings also showed gaps in the perception of how reliable irrigated farming is as compared to rain fed farming despite harsh climate shocks affecting the country's food security. 7% of the respondents stated they do not consider irrigated farming as more reliable than rain fed farming, while 15.4% stated that they were not sure. It is highly likely that the non-reliability is due to prohibitive costs or lack of consistent access to water.



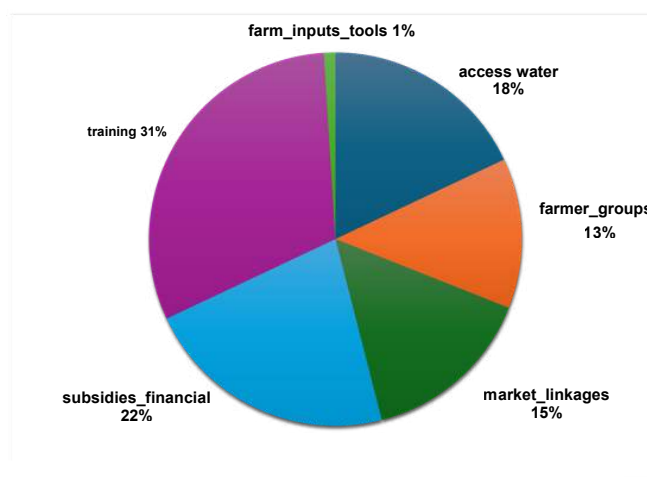


Figure 4: Support needed to adopt irrigation as indicated by household survey respondents

The State Department should therefore prioritize messaging that positions irrigation as an accessible and viable economic activity. Communication products such as practical, instructional content that demonstrates irrigation solutions and opportunities should also be prioritized. Examples include short “How-To” videos, farmer training demonstrations, success stories, and step-by-step guides on irrigation technologies, financing options, and water management. As seen earlier, radio, television and online platforms form the dominant mix of media use while emerging shifts point toward increasing media convergence and mobile-driven integration in the future. The State Department should therefore package content in documentary-style features, farmer storytelling segments, and visually engaging educational series that can be shared both through broadcast media and digital mobile friendly platforms. Such content would not only respond directly to farmers’ information needs but also compliment other project/programme level interventions to make irrigation knowledge and practice more accessible and actionable.

### 2.2.3 SWOT Analysis

The following section summarizes the key strengths, weaknesses, opportunities, and threats identified to inform the State Department’s communication strategy.

| Strengths                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Weaknesses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• A clear national mandate that positions The State Department as the primary coordinator and policy leader for irrigation.</li> <li>• Strong alignment of irrigation priorities with national goals on food security and economic transformation.</li> <li>• Increasing visibility through strategic initiatives such as NISIP and major scheme rehabilitation efforts.</li> <li>• Sector collaboration with counties, NIA, Development Partners and other sector stakeholders.</li> <li>• Availability of NISIP MIS system that can support evidence-based communication.</li> </ul> | <ul style="list-style-type: none"> <li>• Fragmented irrigation sector messaging.</li> <li>• Limited digital presence and low audience engagement.</li> <li>• Minimal use of analytics.</li> <li>• Minimal use of storytelling and engaging creative content.</li> <li>• Inadequate internal coordination leading to inadequate data and information flow and inconsistent content production.</li> <li>• Weak community-level communication and low public awareness of the State Department’s complaints and feedback channels.</li> <li>• Lack of a centralized complaints and feedback mechanism.</li> <li>• Insufficient human, technical and financial resources dedicated to communication functions.</li> </ul> |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Opportunities</b> <ul style="list-style-type: none"> <li>• Expanding mobile and internet penetration enables wider access to irrigation information across demographics.</li> <li>• High public demand for accurate, accessible and transparent updates on irrigation investments and services.</li> <li>• Strong potential for youth engagement through social media, smart irrigation content and agribusiness storytelling.</li> <li>• Increasing Development Partner interest in irrigation and climate resilience create opportunities for joint communication and visibility.</li> <li>• Community willingness to act as champions and co-disseminators of irrigation information.</li> </ul> | <b>Threats</b> <ul style="list-style-type: none"> <li>• Persistent misinformation e.g. about PPPs, land issues, food imports and scheme governance.</li> <li>• Over-politicization of irrigation initiatives, especially during election periods or large-scale project launches.</li> <li>• Negative media reporting on irrigation developments.</li> <li>• Climate-related shocks and project delays can trigger negative public perception when crisis communication is weak.</li> <li>• Low public trust in national government.</li> </ul> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## 2.2.4 Summary of Key Strategic Issues

### 2.2.4.1 Key Strategic Issue 1: Weak Corporate Communication

Corporate communication plays a critical role in coordinating engagement with internal and external stakeholders, strengthening the institutional brand, and managing reputation. Currently, the State Department's corporate communication is fragmented, with limited articulation of its mandate and underutilized opportunities to showcase its achievements, services, and sector leadership.

The State Department's digital presence is sub-optimal, characterized by dormant or inconsistently managed social media platforms, low audience engagement, weak search visibility, fragmented content, and limited youth-oriented communication formats. While traditional media is occasionally used, its potential for strategic storytelling and visibility is not fully leveraged. In addition, the State Department lacks key communication frameworks, including branding and social media guidelines, as well as a clear internal process for reviewing and approving external communications. Inconsistent consolidation of data and information hinders effective evidence-based communication, while the absence of coordinated sector-wide campaigns further limits the visibility of irrigation issues and opportunities for collaboration across the sector.

The public communication unit is under-resourced. Effective implementation of this strategy will require adequate human, technical, and financial resources, including a well-staffed communication function and a dedicated budget line to support planned communication activities. Without sufficient resourcing, the State Department's ability to execute its communication strategy effectively will remain constrained.



#### **2.2.4.2 Key Strategic Issue 2: Discordant Internal Communication**

Effective internal communication is critical for breaking down silos, aligning teams, and ensuring coordinated delivery of the State Department's communication. While Key Informant Interviews confirmed that internal coordination meetings exist, respondents noted the need for greater consistency and clearer processes to strengthen collaboration. Currently, coordination across directorates remains fragmented due to irregular information sharing, unclear communication workflows, and the absence of a structured mechanism for consolidating updates from technical teams. As a result, project and programme information is not always captured or communicated in a timely and coherent manner, limiting the visibility of the State Department's initiatives, and affecting the overall effectiveness of its communication efforts.

#### **2.2.4.3 Key Strategic Issue 3: Low Development Partner Visibility**

Development Partner communication is critical for strengthening partnerships and supporting resource mobilization. Development Partners have varying expectations for visibility of their contributions, and in practice their engagement with the State Department extends beyond transactional support to long-term collaboration. Ensuring consistent visibility of these partnerships helps partners feel valued, reinforces transparency, and positions the State Department as a credible, high-impact partner for new and expanded investment.

Currently, Development Partner visibility is limited. Acknowledgement of partner contributions is inconsistent, and the State Department lacks a structured approach to highlighting ongoing collaboration and results achieved through these partnerships. Opportunities for joint communication with Development Partners are also not systematically leveraged, reducing the overall visibility of shared achievements.

#### **2.2.4.4 Key Strategic Issue 4: Sub Optimal Project/Programme Communication**

Project and programme communication serves three key purposes: raising visibility of the State Department's achievements, facilitating meaningful public participation throughout the project cycle, and increasing public awareness and uptake of irrigation services. Currently, communication around projects and programmes largely centres on launches, high-level events, and field inspection visits. Greater emphasis is needed on documenting and sharing farmer stories to humanize project impacts and demonstrate tangible benefits to communities.

Focus Group Discussions also revealed gaps in community engagement. Respondents indicated that community members were unaware of feedback channels posted on the State Department's website. In some cases, there was also fear that raising concerns, particularly about contractors, may lead to project cancellation. Stakeholders emphasized the need for clearer, well-publicized feedback channels and transparent follow-up procedures. They also highlighted the importance of sustained community engagement beyond initial public participation meetings to build ownership and address emerging issues collaboratively. The role of local actors in the communication chain was also noted. Contractors, scheme leaders, and county structures are central to information flow at the community level, yet gaps remain in how they communicate project processes, timelines, and quality assurance measures.



The Focus Group Discussion respondents recommended stronger guidance for contractors on community engagement and closer collaboration with local leaders such as chiefs, religious leaders, elders, and farmer group leaders to strengthen multi-level communication.

#### **2.2.4.5 Key Strategic Issue 5: Gaps in Reputation Management and Crisis Communication**

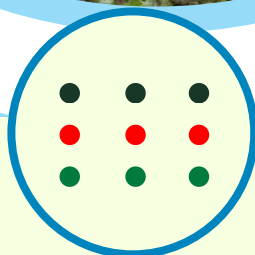
Reputation management and crisis communication are critical functions of corporate communication. Currently, the State Department lacks structured mechanisms to detect and respond to misinformation, rumours, and the politicization of irrigation narratives.

The absence of formal crisis communication guidelines limits staff capacity to identify, escalate, and manage emerging issues in a timely and coordinated manner. In addition, the website lacks a comprehensive Frequently Asked Questions (FAQ) section that could proactively address recurring public concerns. The public communication unit is also constrained by limited media monitoring tools, reducing its ability to track public discourse and respond promptly to emerging reputational risks.

Project and programme monitoring and evaluation processes already include ways that complaints and feedback can be received from the public, however, these are siloed with no centralized mechanism of ensuring complaints and feedback are well documented and addressed as per the State Department's Service Charter.

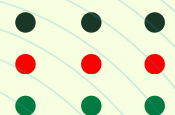






# CHAPTER 3

## STRATEGIC DIRECTION



## CHAPTER THREE: STRATEGIC DIRECTION OF THE COMMUNICATION STRATEGY

This chapter provides the strategic direction of the communication strategy by outlining the vision, mission, recommended strategies, goals, outcomes, enablers, and core values of the communication strategy.

### 3.1 Purpose

To provide a roadmap for effective and strategic communication.

### 3.2 Vision

An informed and engaged society that actively participates in Kenya's irrigation and food security journey.

### 3.3 Mission

To increase visibility of the State Department's mandate, activities, services and achievements by communicating effectively to all stakeholders.

### 3.4 Recommended Strategies

#### 3.4.1 Key Result Area 1: Strengthening Corporate Communication

**Key Objective:** To strengthen corporate communication, the State Department will need to develop a comprehensive corporate communication framework that strengthens its institutional identity and ensures consistent, data-driven, audience-centred communication across all platforms. The following strategies are recommended to achieve this:

##### a. Strengthening Data and Information Collection for Evidence Based Communication

There is need for messaging that concretely connects the State Department's work to national goals of food security and economic development. One common practice in corporate communication is embedding evidence-based communication, for example, facts and figures like acreage under irrigation, jobs created, annual contributions to national maize and rice production, and other measurable outcomes. To successfully achieve dissemination of evidence-based communication, there is need to first set up resources to ensure sufficient collection, storage and validation of data and information. These resources include:

#### Internal Resources to Support Consistent Data and Information Collection

- A Communication Committee that includes senior officials from technical directorates, M&E and ICT. This committee will serve as key liaisons who can support operational planning and co-creation processes for communication products and events. This committee should be convened by the public communication unit monthly.
- Sufficient physical and digital repositories for the storage and management of collected data and information.

### **External Resources to Support Consistent Data and Information Collection**

- Technical communication support from Ministry of Information, Communications and the Digital Economy (MICDE) remains available to all government public communication practitioners when the need arises.
- Support from KNA is available to support reporting and coverage at county level.
- Communication consultants and suppliers will be onboarded for specialized expertise as needed.

Data and information that has been collected and validated should then be efficiently amplified by the public communication unit through various mainstream and digital communication strategies outlined in this strategy. The website should also function as a “one-stop shop” for verified sector information. It should provide up-to-date, county-level details on past, ongoing and planned irrigation projects, as well as available services and resources. Integrating tools such as the NISIP-MIS into the website was also cited by Key Informant Interview respondents as a key opportunity to streamline access to data earmarked for public consumption and accountability.

#### **b. Increasing National Visibility through multi-channel, sector-wide campaigns**

The State Department will optimize visibility of irrigation issues in the country through coordinated sector-wide campaigns. An annual national campaign specific to irrigation and culminated in a national irrigation week would be a good approach to channel National support to raise awareness on the irrigation sector. Similar approaches cut across different sectors where reach and support for sector campaigns can be National, regional or international, for example, National Reading Week, 16 Days of Activism against GBV, World Breastfeeding Week etc. Irrigation sector campaigns will provide an opportunity to consolidate key messaging on the sector, leading to improved salience of irrigation as a national issue, and increased uptake of irrigation services and practice nationwide. The campaigns will also provide an avenue to deepen partnerships with various stakeholders who will partner in different capacities and roles in co-creating and implementing the campaigns.

### **3.4.2 Key Result Area 2: Streamlining Internal Communication**

**Key objective:** To streamline internal communication, the State Department will develop and institutionalize internal coordination workflows that support inter-departmental collaboration for corporate communication. The following strategies are recommended to achieve this:

#### **a. Establish Effective Internal Coordination and External Collaboration Frameworks**

The State Department’s 2023 – 2027 strategy mandates the public communication unit to manage the corporate communication of the State Department. In addition to implementing this communication strategy, the State Department will adapt a communication policy for the irrigation sector, based on the National Communication Policy. The unit will also implement social media guidelines, crisis communication guidelines among other standard operating procedures required for smooth implementation of corporate communication functions. Finally, the public communication unit will establish a coordination and collaboration framework to effectively coordinate communications internally and collaborate externally with relevant irrigation sector players.

To note is that effective internal communication needs more than well-articulated guidelines; it needs actioned teamwork. Considering the need for continuous planning, especially related to coverage of field activities, stories and project/programme progress, monthly coordination meetings are recommended.



### 3.4.3 Key Result Area 3: Improved Development Partner Communication

**Key Objective:** To improve Development Partner Communication, the State Department will establish a Development Partner communication plan that ensures strategic profiling of their support to projects/programmes. The following strategies are recommended to achieve this:

#### a. Increase visibility of Development Partners

Proposals received from Key Informant Interview respondents to increase visibility of Development Partners include the publication of a quarterly newsletter organized around NISIP investment pathways to showcase progress, acknowledge partners, and explain the impact of funded interventions. Other proposals included more prominent acknowledgement of Development Partners on the website and on social media platforms, comprehensive coverage of signing ceremonies for newly funded initiatives, and more joint communication and co-branded products with partners, such as press statements, briefings and co-authored articles.

#### b. Annual Round Table Meeting for Development Partners

Hosting an annual Development Partner Roundtable meeting will provide a structured platform for the State Department to strengthen strategic partnerships, enhance transparency, and align investment efforts toward national irrigation priorities. The high-level forum will enable the State Department to present progress, share emerging opportunities, and discuss implementation challenges while receiving feedback from Development Partners. It will also facilitate reduction of duplication of efforts and help mobilize technical and financial support for priority programmes.

#### c. Annual Report on the Irrigation Sector

An annual report is an important communication tool for the State Department as it provides a structured way to report on sector progress, achievements, and the use of public resources. By consolidating key data, project milestones, and impact stories, the report will help demonstrate the contribution of irrigation investments to national priorities such as food security, economic growth, and climate resilience. For Development Partners in particular, an annual report provides credible and timely information on the results of collaborative programmes, strengthens accountability, and enhances the visibility of partner contributions. This not only reinforces trust with existing partners but also positions the State Department as a credible and results-driven institution capable of attracting continued and expanded support for irrigation development.

### 3.4.4 Key Result Area 4: Effective Project/Programme Communication

**Key Objective:** To streamline project/programme communication, the State Department will develop and implement comprehensive project-cycle communication plans. The following strategies are recommended to achieve this:

### a. Increase Inclusive Farmer Centred Communication

The household survey that was done to collect primary data for this strategy found that 39.8% of respondents had never practiced irrigation despite being in proximity to areas where there are irrigation projects/programmes. 100% of respondents from household surveys conducted to inform this strategy indicated that they would like to learn more about irrigation, with 95.5% of respondents indicating that they believe irrigation can improve their household's food security. 94.1% indicated that they would adopt irrigation in the next two years if support was provided. This indicates a strong appetite for uptake of irrigated farming and therefore underscores the need for farmer – centred communication content that can help farmers know how to access irrigation services, resourcing, and to understand how to improve their livelihoods through irrigated farming.

#### Would you adopt irrigation in the next two years if support was provided?

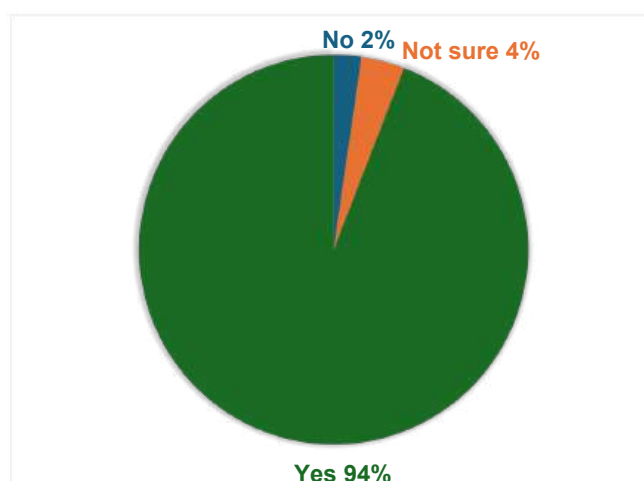


Figure 5: Feedback from household respondents on adopting irrigation

With youth now comprising 75% of Kenya's population, there is a strong need for targeted strategies that position irrigated farming as a viable and attractive pathway for improving youth's economic opportunities. Focus Group Discussion respondents indicated that youth are already involved in irrigation primarily through family farming, casual labour on schemes and transport of produce, but face major barriers related to land access, finance and technical knowledge. They are highly active on platforms such as Facebook, TikTok, YouTube and WhatsApp, and express strong interest in content about agribusiness, value chain, smart irrigation technologies, financial planning models and marketing strategies for farm produce. Youth want to learn from other young people who are succeeding in irrigation and agribusiness. They indicated that campaigns would be more compelling if they provide practical pathways to income, for example through model farms, group-based ventures, value addition opportunities, value-chain opportunities that do not depend on land ownership alone, and realistic start-up support.

Inclusive communication is a key consideration in the implementation of this strategy to ensure that all segments of the population can access and benefit from information on irrigation. In addition to youth, the State Department will adopt deliberate measures to reach persons with disabilities, women, and other marginalized groups by using accessible formats such as local languages, simplified messaging, audio-visual content, and platforms that cater to diverse needs, including community radio and assistive technologies where applicable. The strategy will promote gender-responsive and inclusive messaging that reflects the roles, needs, and contributions of different groups in irrigation. By embedding inclusivity in communication planning and delivery, the State Department aims to ensure equitable access to information, strengthen participation, and support broader uptake of irrigation services across all communities.



Focus group discussions further revealed that there is need for the integration of farmer stories to further humanize the impact of ongoing projects/programmes. Storytelling is a powerful tool for increasing the uptake of irrigation practices through translating technical information into relatable, real-life experiences. Human interest stories that highlight how irrigation has improved farmers' incomes, strengthened household food security, and built resilience against drought can make the benefits of irrigation more tangible and credible to farmers. Before-and-after narratives that demonstrate the transformation of farms and livelihoods will help farmers visualize the practical impact of adopting irrigation technologies. Featuring youth champions is particularly important to inspire other young people to view irrigation and agribusiness as a viable opportunity.

Public participation is also a critical aspect that enables uptake of irrigation services. When it comes to public participation and uptake of irrigation services, interviewed community members requested for deeper community engagement by the State Department through clear dissemination of project implementation information, improved contractor communication; and increased information on irrigation services, market information, and value chain/addition opportunities.

### **3.4.5 Key Result Area 5: Strengthened Reputation Management and Crisis Communication**

**Key Objective:** To strengthen reputation management and crisis communication, the State Department will adopt a structured crisis communication framework to safeguard the State Department's reputation and public trust. The following strategies are recommended to achieve this:

#### **a. Effective Monitoring and Rapid Response to Misinformation**

Effective crisis communication and reputation management depends on the ability to identify and address issues before they escalate into major crises. The Public Communication Unit will continuously monitor traditional and digital media using appropriate media monitoring tools to detect misinformation, emerging narratives, and potential reputational risks related to the State Department. When issues are identified, the Unit will coordinate timely clarification and corrective communication to ensure accurate information reaches the public and key stakeholders. In addition, the Public Communication Unit will adopt a Crisis Communication Guideline to provide clear procedures for managing misinformation and responding to crises.

#### **b. Strengthening of Complaints and Feedback Mechanisms**

There is need for a centralized complaints and feedback mechanism to streamline and document how public concerns are received, managed, and resolved. This will help ensure that issues are addressed promptly and conclusively, preventing escalation into reputational risks or crises. Proper documentation of complaints and feedback will also strengthen accountability and generate insights into improving project and programme implementation. In addition, wider dissemination of the State Department's Service Charter, along with its complaints and feedback channels, will clarify the services the public can expect and provide clear guidelines for raising and resolving concerns.



### 3.4.6 Cross Cutting Strategic Enablers

Cross-cutting strategic enablers are closely interlinked strategies that collectively determine the effectiveness of the communication strategy. Strengthened digital and mainstream media communication provides the channels through which the State Department will maximize visibility efforts and ensure messages reach stakeholders, while consistent messaging and branding ensure that these messages are clear, credible, and recognizable. Stakeholder engagement and audience segmentation guide how messages will be tailored to different groups, improving relevance and impact. At the same time, sufficient financial, technical, and human resources will enable the public communication unit to implement these approaches consistently. Together, these enablers reinforce one another and create the institutional capacity required to successfully implement the strategy's five Key Result Areas.

#### a. Strengthening Digital and Mainstream Media Communication

Digital communication has become a key source of information, especially among youth. It is therefore critical for the State Department to invest more strategically in digital communication. Coordinated sector-wide campaigns will support the growth of the State Department's social media pages. Benchmarking from MoWSI and NIA who cross post similar content, the State Department should aim to gain at least 10,000 followers on each social media platform in the first year and incremental growth of at least 5,000 followers per year for the rest of the strategy. This means that there needs to be intentional and significant investment in digital strategies, campaigns and social media tools, especially in the first year. To further optimize digital communications on the State Department's website, the public communication unit in collaboration with the ICT team will implement the following guidelines from the Ministry of Information, Communications and the Digital Economy (MICDE):

- Guidelines on Content for National Government Websites<sup>9</sup>
- Kenya AI Strategy 2025-2030 Implementation Roadmap<sup>10</sup>

Mainstream media remains key in raising visibility at national level, therefore the State Department must strengthen its media engagement practices. Common media engagement practices include media breakfasts, briefings, creating media packs with key messages and communication products; and media field visits to consistently build journalists' understanding of the State Department and its projects/programmes. Due to the continued rise in citizen journalism, inclusion of community influencers is also proposed to shape accurate narratives at community level.

<sup>9</sup> Government of Kenya, Ministry of Information, Communications and the Digital Economy. (2025). *Guidelines on content for national government websites [PDF]*. <https://ict.go.ke/sites/default/files/2025-10/Guidelines%20on%20Content%20for%20National%20Government%20Websites.pdf>

<sup>10</sup> Government of Kenya, Ministry of Information, Communications and the Digital Economy. (2025). *Kenya National AI Strategy 2025–2030 implementation roadmap [PDF]*. <https://ict.go.ke/sites/default/files/2025-12/Kenya%20National%20AI%20Strategy%202025-2030%20Implementation%20Roadmap.pdf>

### **b. Effective Stakeholder Engagement and Audience Segmentation**

Strategic stakeholder mapping, engagement and audience segmentation ensures the right message reaches the right audience, in their preferred format and channel, therefore increasing efficiency of communication. This is especially helpful during crisis communication. With youth being a priority audience segment for this strategy, the State Department should keep abreast of youth centred communication formats and channels to ensure consistent and efficient targeting of youth in their communication.

Audience segmentation done in chapter 2 shows that the State Department should adopt a multi-channel, farmer-centred communication approach. Mainstream media cuts across all audiences and remains crucial for mass awareness and national visibility. Radio remains the most effective channel for mass outreach, especially in rural, low-income populations. TV provides national visibility and credibility, while local vernacular channels offer real-time communication at project/programme level. Newspapers are niche and best targeted for policy, investor and Development Partner communication. Digital platforms are critical for engaging youth, cutting across urban and rural areas where online usage is present and growing.

### **c. Consistent Messaging and Branding**

Standardization of messaging and branding across all State Department communication channels and products is standard corporate communication practice, and a key cross-cutting factor that is essential for successful implementation of this strategy. Consistent messaging will ensure key messages on all communication products are always tied to organizational vision, mission and main objectives. The State Department's messaging must also be tailored, ensuring that each audience group receives relevant, accessible and accurate information that encourages participation, reduces misinformation, and strengthens trust in the State Department's mandate.

Consistency in visual identity will build brand recall, helping audiences to easily recognize the State Department's communication products and differentiate them from other organizations. As per Government policy, the State Department's branding and all communications will follow the Government Visual Identity System and Guidelines. The unit will create tools and procedures to ensure that all communication adheres to these guidelines. For example, creation and storage of branded templates is an effective way organizations use to enforce branding. Standard operating procedures for creation of communication products and approvals before publishing will also help ensure that all public communication branding and messaging is standardized. The systematic storage of communication products, designs, guidelines and communication standard operating procedures in a repository will also serve to standardize messaging and branding over time.

### **d. Sufficient Resourcing for Communication**

The resourcing of the Public Communication unit remains a key cross cutting component for the successful implementation of this communication strategy. Government public communication practitioners carry out a combination of numerous roles that span both internal and external communication. Considering the broad scope of these roles, it is recommended that the State Department should have the following to facilitate an operational team:



- A well-staffed team including Director, Deputy Director, Assistant Deputy Director, 4 Public Communication Officers, 2 video practitioners, 2 photojournalists, 1 designer. The team should also have the administrative support services of a secretary and clerical officer.
- An earmarked budget for communication operations.
- Ample office space to operate from, host external guests, and space for storage, including a physical repository.
- Ample airtime and facilitation to access proper internet services to support parts of their work that occur online.
- An official phone and SIM card for registration and manning of social media channels should be provided. This would also ensure continuity of access and management of social media channels in case staff transition to other organizations.
- Necessary communication equipment (cameras, laptops, backup hard drives /online repository.)
- Continuous capacity building. The Public Relations Society of Kenya (PRSK) provides trainings for continuous development and professional training of public communication practitioners. The State Department should therefore support at least 2 capacity building opportunities for members of the public communication unit annually, using accredited courses found in the annual PRSK training calendar.

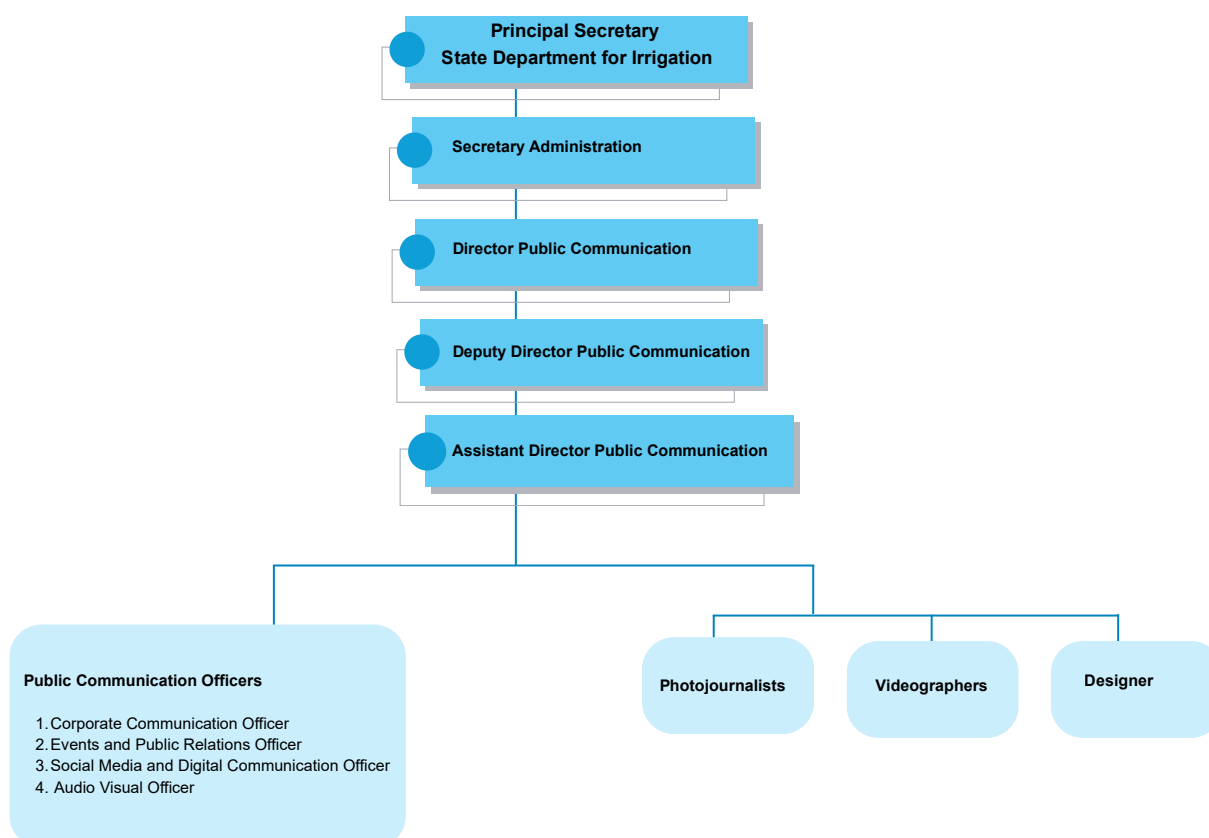


Figure 6: Core team responsible for the implementation of the communication strategy

### 3.5 Key Strategic Messages

Key strategic messages provide a clear and consistent framework for communicating the State Department's mandate, priorities, and achievements to different stakeholders. They ensure that communication across all platforms and engagements reflects a unified narrative that aligns with national development goals and the State Department's strategic objectives. Strategic messages on irrigation will position the irrigation sector as a critical cornerstone for national development, supporting food security, economic growth, and climate resilience. In addition, tailoring key messages about the State Department to specific stakeholders will strengthen stakeholder understanding of the State Department's mandate, enhance visibility of its irrigation projects/programmes and services; and deepen stakeholder engagement for optimized partnership and collaboration.

#### 3.5.1 Key Strategic Messages on Irrigation

1. Irrigation is a cornerstone in the achievement of the Government's Bottom-Up agenda for food and economic security.
2. Kenya has vast irrigation potential. By 2025, only 21% of Kenya's irrigation potential was utilized, and less than 5% of arable land farmed, showing there is significant room to expand irrigation.
3. Land, surface, and ground water resources are available to fulfil the vision of 1.5 million acres of developed irrigation by 2030.
4. Investing in irrigation expansion is investing in a food secure future for Kenya.
5. The Kenyan agriculture sector is increasingly affected by unpredictable rainfall due to climate change, making irrigation a key adaptation strategy to ensure year-round harvests and income.
6. Irrigation is a particularly transformative solution for Kenya's Arid and Semi-Arid Lands (ASALs), unlocking agricultural productivity, livelihoods, and resilience in the most climate-vulnerable regions.
7. Irrigation presents a viable pathway for youth employment, agribusiness innovation, and sustainable income generation for Kenyans.
8. Inclusive Irrigation for All. The State Department for Irrigation is committed to ensuring that irrigation information, services, and opportunities are accessible to all Kenyans, including women, youth, persons with disabilities, and marginalized communities, so that no one is left behind in advancing food security and economic livelihoods.

### 3.5.2 Key Messages on the State Department for Irrigation

| Stakeholder                                                                                               | Key Strategic Messages<br>The State Department for Irrigation:                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Executive and Members of Parliament                                                                   | <ul style="list-style-type: none"> <li>• Drives national food security and economic growth through expanded irrigation development.</li> <li>• Supports implementation of national policies and investments that increase irrigated land and agricultural productivity.</li> <li>• Provides credible data and progress updates to inform legislative oversight and policy decisions.</li> <li>• Contributes to inclusive development, job creation, and climate resilience across the country.</li> </ul> |
| County Governments (Governor/ CEC/ Chief officers in charge of Agriculture/Water/ Environment/ Irrigation | <ul style="list-style-type: none"> <li>• Supports counties to expand irrigation infrastructure, boosting agricultural productivity, food security, and farmer incomes.</li> <li>• Facilitates knowledge sharing, technical support, and coordination for irrigation development at county level.</li> <li>• Strengthens collaborative action towards sustainable water resource use for national food security.</li> </ul>                                                                                |
| Departments and Agencies with similar interests.                                                          | <ul style="list-style-type: none"> <li>• Champions integrated solutions that support agriculture, water management, and climate resilience.</li> <li>• Shares data, knowledge, and technical expertise to strengthen sector performance.</li> </ul>                                                                                                                                                                                                                                                       |
| Private Sector and Development Partner                                                                    | <ul style="list-style-type: none"> <li>• Provides a robust roadmap for partnership and investment through the National Irrigation Sector Investment Plan (NISIP).</li> <li>• Demonstrates transparency, accountability, and results in the use of resources.</li> <li>• Supports collaborative solutions that expand irrigation infrastructure and services.</li> </ul>                                                                                                                                   |
| National Government Administration Officers (County Commissioners/ Chiefs/Assistant Chiefs).              | <ul style="list-style-type: none"> <li>• Supports coordination and local awareness of government irrigation activities and opportunities.</li> <li>• Is committed to partnering to strengthen public participation and accountability in project implementation.</li> </ul>                                                                                                                                                                                                                               |

| Stakeholder                                            | Key Strategic Messages<br>The State Department for Irrigation:                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Public / citizenry                                     | <ul style="list-style-type: none"> <li>• Is committed to expanding irrigation to improve food security, livelihoods, and economic opportunities.</li> <li>• Promotes sustainable use of water resources for agricultural production.</li> <li>• Is committed to public participation and accountability in project implementation.</li> <li>• Delivers transparent and accountable public services in irrigation development.</li> <li>• Supports inclusive access to irrigation opportunities for communities across Kenya.</li> </ul> |
| Religious/community/opinion leaders                    | <ul style="list-style-type: none"> <li>• Collaborates with community leaders in promoting awareness, public participation and ownership of irrigation initiatives.</li> </ul>                                                                                                                                                                                                                                                                                                                                                           |
| Schools' Leadership Teams (Principals, BoGs, Teachers) | <ul style="list-style-type: none"> <li>• Is committed to enhancing food security, nutrition, and agricultural education by introducing efficient water management systems in learning institutions.</li> <li>• Contributes to climate resilience and water conservation efforts in schools, particularly in arid and semi-arid regions.</li> </ul>                                                                                                                                                                                      |
| Students/4K clubs                                      | <ul style="list-style-type: none"> <li>• Encourages students to explore agriculture, irrigation technologies, and environmental conservation.</li> <li>• Supports the next generation of farmers, researchers, and agricultural entrepreneurs.</li> </ul>                                                                                                                                                                                                                                                                               |
| Farmer Communities                                     | <ul style="list-style-type: none"> <li>• Supports farmers to increase productivity and income through access to irrigation infrastructure, services and technologies.</li> <li>• Promotes climate-resilient farming and sustainable water management practices.</li> <li>• Creates an environment that improves farmers' access to value chain and market opportunities.</li> <li>• Promotes inclusive and gender responsive communication to ensure equitable access to information and participation.</li> </ul>                      |



| Stakeholder                                           | Key Strategic Messages<br>The State Department for Irrigation:                                                                                                                                                                                                                                                                |
|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Media/social media influencers                        | <ul style="list-style-type: none"> <li>• Supports public awareness of irrigation initiatives that promote food security and economic growth.</li> <li>• Encourages responsible reporting on irrigation development.</li> <li>• Facilitates informed public dialogue on irrigation and agricultural transformation.</li> </ul> |
| Non-Governmental Organizations, (NGOs), Civil Society | <ul style="list-style-type: none"> <li>• Supports accountability, transparency, and citizen participation in irrigation initiatives.</li> <li>• Collaborates to expand opportunities for smallholder farmers and vulnerable communities.</li> </ul>                                                                           |
| Suppliers and Contractors                             | <ul style="list-style-type: none"> <li>• Operates within transparent, accountable, and competitive procurement processes.</li> <li>• Supports timely and efficient implementation of irrigation projects.</li> </ul>                                                                                                          |
| Research and academic institutions                    | <ul style="list-style-type: none"> <li>• Is a strategic partner in generating knowledge, innovation, and evidence for irrigation development.</li> <li>• Informs policy and programme design through evidence-based insights.</li> </ul>                                                                                      |

Table 6:Key strategic messages for different stakeholders

### 3.5.3 Platform Based Segmentation and Messaging

Table 7: Platform based messaging

| Platform Type     | Platform   | Audience                                                                         | Objective                                        | Proposed Content Types                                                                                                                                                                                                    |
|-------------------|------------|----------------------------------------------------------------------------------|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Traditional Media | Radio      | All demographics, majority being in rural areas and low-income groups.           | Mass awareness and National visibility           | Opportunities in irrigation, skills development, agribusiness potential, short explainers (guidelines, services, emerging irrigation technologies), success stories, misinformation clarifications, community advisories. |
|                   | TV         | All demographics, majority being in upper middle income groups, and rural areas. | Mass awareness and National visibility           | Impact stories, project/programme launches/progress, high-level interviews, policy explainers, announcement of opportunities in irrigation and available services, live event coverage.                                   |
|                   | Newspapers | Niche, upper middle class and highest income groups.                             | Visibility among investors/ Development Partners | Policy communication, key sector/project milestones, corporate advertisements and notices.                                                                                                                                |



| Platform Type | Platform | Audience                                                                                               | Objective                                                                                    | Proposed Content Types                                                                                                                                                                              |
|---------------|----------|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Digital Media | WhatsApp | Youth groups, emerging farmer groups, project/programme participants, champions and influencer groups. | Real-time updates, community mobilization                                                    | Short explainer videos, amplification of social media posts, announcement of opportunities in irrigation and available services, quick fact-checks and misinformation clarifications.               |
|               | Bulk SMS | All demographics                                                                                       | Real time updates and alerts                                                                 | Rapid updates on projects /programmes, available irrigation services etc.                                                                                                                           |
|               | Facebook | All demographics, majority being youth.                                                                | Broad digital engagement                                                                     | Project/programme updates, misinformation clarifications, data snapshots, short explainers and video highlights, infographics, community stories, live event coverage, opportunities in irrigation. |
|               | TikTok   | Youth                                                                                                  | Youth engagement                                                                             | Rapid updates, Short engaging 'How-To' irrigation videos, Youth agricultural entrepreneur success videos, summarized project/programme progress, opportunities in irrigation.                       |
|               | YouTube  | All demographics, majority being youth.                                                                | Skills development through tutorials, increasing visibility of video communication products. | Detailed irrigation explainers, documentaries, success stories, project/programme progress videos, data snapshots, live event coverage.                                                             |

| Platform Type | Platform    | Audience                                | Objective                                  | Proposed Content Types                                                                                                                                                                                                          |
|---------------|-------------|-----------------------------------------|--------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Digital Media | Instagram   | Youth, urban and peri-urban audiences.  | Visual storytelling and awareness-building | Project visuals, short videos and reels, human-interest stories from irrigation communities, infographics, milestones and progress highlights, community champions, and campaign-driven content, misinformation clarifications. |
|               | X (Twitter) | All demographics, majority being youth. | Broad digital engagement                   | Rapid updates, misinformation clarifications, data snapshots, short explainers and video highlights, opportunities in irrigation, trending campaigns.                                                                           |
|               | Website     | All demographics, majority being youth. | Verified information repository            | Project/programme lists, FAQs, county data, reports, facts and figures, blogs, articles, chatbot disseminated information.                                                                                                      |

### 3.6 Summary of Key Result Areas, Strategic Goals, Strategic Objectives, Strategic Outcomes and Cross Cutting Enablers

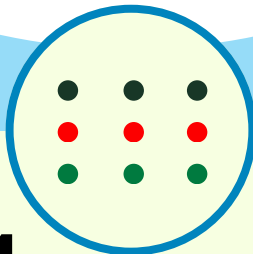
| Key Result Area                                     | Strategic Goal                                                                                                                                                                 | Strategic Objective                                                                                                                                                                                            | Strategic Outcome                                                                                                                                               | Cross Cutting Enablers                                                                                                                                                                                                                                     |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1.Strengthened Corporate Communication</b>       | The State Department's mandate, achievements and role in Kenya's irrigation agenda is clearly and strategically communicated.                                                  | Develop a comprehensive corporate communication framework that strengthens State Department's institutional identity and ensures consistent, data-driven, audience-centred communication across all platforms. | By 2030, the State Department achieves at least 90% of its national visibility output indicators across digital platforms, mainstream media, and public events. | <ul style="list-style-type: none"> <li>• Digital and Mainstream Media Communication</li> <li>• Consistent Messaging and Branding</li> <li>• Stakeholder Engagement and Audience Segmentation</li> <li>• Sufficient Resourcing for Communication</li> </ul> |
| <b>2.Streamlined Internal Communication</b>         | The State Department's directorates collaborate effectively, enabling timely, streamlined and optimized consolidation of corporate communication products.                     | Develop and institutionalize internal collaboration workflows that support inter-departmental collaboration for corporate communication                                                                        | By 2030, 100% of communication products are produced through the State Department's streamlined internal coordination framework.                                |                                                                                                                                                                                                                                                            |
| <b>3.Improved Development Partner Communication</b> | Development Partner collaborations are sufficiently communicated for stronger visibility of partnerships, and positioning of State Department for new and expanded investment. | Develop a communication plan that ensures consistent Development Partner visibility through strategic profiling of Development Partner-supported projects/programmes.                                          | By 2030, at least 90% of Development Partners express satisfaction with the State Department's communication about their strategic partnerships.                |                                                                                                                                                                                                                                                            |

| Key Result Area                                                      | Strategic Goal                                                                                                                                                                                                  | Strategic Objective                                                                                                               | Strategic Outcome                                                                                                                                                              | Cross Cutting Enablers |
|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <b>4.Effective Project/Programme Communication</b>                   | The State Department's projects/programmes are effectively publicized to increase visibility of achievements, deepen public participation and increase awareness of irrigation services, especially among youth | Develop and implement comprehensive project-cycle communication plans.                                                            | By 2030, at least 70% of the State Department's communication content is farmer-centred and youth-centred, successfully promoting awareness and uptake of irrigation services. |                        |
| <b>5.Strengthened Reputation Management and Crisis Communication</b> | The State Department monitors and responds to misinformation in a timely and comprehensive manner, therefore protecting its corporate brand.                                                                    | Develop and activate a structured crisis communication framework to safeguard the State Department's reputation and public trust. | By 2030, 90% of misinformation related to the State Department is addressed, preventing escalation and crisis.                                                                 |                        |

### 3.7 Core values

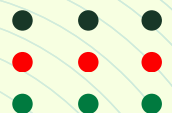
- **Accountability** – We communicate transparently on the use of public resources, project/programme progress and sector performance.
- **Anticipatory Communication** – We proactively provide timely and relevant information to the public to enable informed decision-making, recognizing their right to access information, particularly on issues that may affect their safety, livelihoods, and well-being.
- **Inclusivity** – We ensure that our communication reaches and reflects diverse stakeholders.
- **Collaboration** – We work in partnership with all relevant stakeholders to deliver coherent sector messaging.
- **Responsiveness** – We listen actively, provide timely feedback, and address misinformation, concerns and emerging issues promptly.
- **Innovation** – We continuously improve our communication by leveraging digital tools, emerging technologies and creative formats to reach evolving audiences.
- **Professionalism** - We uphold high standards of corporate communication practice to produce accurate, ethical and consistent communication.





# CHAPTER 4

## IMPLEMENTATION AND COORDINATION FRAMEWORK



## CHAPTER FOUR: IMPLEMENTATION AND COORDINATION FRAMEWORK

This chapter presents the Implementation Framework which includes strategic communication tactics, implementation matrix, financial resources needed to operationalize activities, and a risk mapping showing the risks that may hinder the implementation of the strategy and how to resolve them.

The chapter also includes an Internal Coordination and External Collaboration Framework outlining how the State Department will collaborate all round to ensure unified communication.

### 4.1 Strategic Tactics

The table below describes the specific methods and actions that the State Department for Irrigation will use to execute the communication strategy.

| Key Result Area                         | Tactic                              | Purpose                                                                                                                                                                                                        | Target Audience(s)                               | Tools / Channels                                                                                                                        |
|-----------------------------------------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| 1. Strengthened Corporate Communication | Develop communication repositories. | Provide internal storage and documentation of digital communication products, guidelines, policies and main operational documents for continuity and standardization of communication in the State Department. | All Staff                                        | Online and offline back up e.g. One Drive, Google drive, Drop Box, Hard drive back-ups, resource centre, etc                            |
|                                         | Website Optimization.               | The State Department's website becomes a 'one - stop-shop' that provides accurate, accessible and up-to-date irrigation sector and State Department data.                                                      | All mapped stakeholders with access to internet. | Website UI, UX and key word optimization, NISIP-MIS integration, searchable project database, overviews and reports, FAQ page, chatbot. |

| Key Result Area | Tactic                                                     | Purpose                                                                                                                            | Target Audience(s)                                                                                    | Tools / Channels                                                                                                                                                                                                                                                           |
|-----------------|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                 | <b>Social Media Optimization.</b>                          | Shift from event-based posts to engaging, data-rich and interactive content.                                                       | All mapped audiences with access to Internet.                                                         | Social media content calendar, livestreams, infographics, impact stories, polls, comment engagement, webinars.                                                                                                                                                             |
|                 | <b>Improved Media Relations.</b>                           | Have more structured media relations and engagement throughout the year.                                                           | <ul style="list-style-type: none"> <li>• Journalists</li> <li>• Editors</li> </ul>                    | Media briefings, media breakfasts, journalists and editors data base.                                                                                                                                                                                                      |
|                 | <b>Sufficient Resourcing of Public communication Unit.</b> | A communication unit that is well equipped to deliver the communication strategy.                                                  | <ul style="list-style-type: none"> <li>• Public communication Unit.</li> <li>• Management.</li> </ul> | Annual plans and budgets meetings.                                                                                                                                                                                                                                         |
|                 | <b>National Irrigation Week (Annual Event).</b>            | Celebrate milestones, showcase innovation, and deepen national dialogue on irrigation, role of the State Department in the sector. | All mapped stakeholders.                                                                              | County activations with value chain partners, service providers, exhibitions, panel discussions, press coverage, digital engagement, dissemination of key facts on irrigation achievements in the sector, Roundtable discussions, livestreams, expert panels, communiqués. |

| Key Result Area | Tactic                                                                               | Purpose                                                                                                                                                        | Target Audience(s)                                                     | Tools / Channels                                                                                             |
|-----------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
|                 | <b>Participation in relevant conferences and expos.</b>                              | Showcasing irrigation sector and interacting with stakeholders in annual conferences and expos including thematics such as agriculture, water, devolution etc. | All mapped stakeholders who crosscut in sectors related to irrigation. | Exhibitions, fireside chats, panel discussions, keynote speeches, round table discussions.                   |
|                 | <b>Stakeholder Information, Education and Communication (IEC) Materials.</b>         | Clarify the State Department's mandate, facts and figures, food production gaps, and irrigation governance structures, guidelines etc.                         | All mapped stakeholders.                                               | Brochures, infographics, animated explainers, media packs newsletters, website updates, PowerPoint decks.    |
|                 | <b>Farmer-Focused Digital Content Series.</b>                                        | Engage farmers, especially youth with practical, relatable content on agribusiness, value chains, and irrigation opportunities.                                | Farmers with a focus on youth.                                         | Social media campaigns, youth champions, youth success stories, 'How To' instructional videos and materials. |
|                 | <b>Coordination with Ministries Departments and Agencies with similar interests.</b> | Streamline key messages and maximize visibility for key sector campaigns.                                                                                      | Related MDAs.                                                          | Coordination Meetings.                                                                                       |

| Key Result Area                                      | Tactic                                                            | Purpose                                                                                                                     | Target Audience(s)                                                                    | Tools / Channels                                                                                                                         |
|------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| <b>2.Improved internal Communication</b>             | <b>Adapt a communication policy.</b>                              | Adapt a framework that formalizes communication roles, approval processes, messaging and branding guidelines.               | All Staff                                                                             | Policy document, implementation guidelines, staff induction sessions, internal circulars, communication SOPs, shared approval workflows. |
|                                                      | <b>Develop the State Department's Content Calendar.</b>           | Ensure all directorates contribute towards consistent, proactive, and coordinated communication across all directorates.    | All staff                                                                             | Internal coordination meeting, briefings, Monthly and quarterly content calendar templates, shared online workspace e.g. SharePoint.     |
| <b>3. Improved Development Partner Communication</b> | <b>Quarterly Development Partner &amp; Investment Newsletter.</b> | Strengthen Development Partner visibility, accountability, and confidence by showcasing progress aligned to NISIP pathways. | Development Partner, policymaker, private investors.                                  | E-Newsletter, website updates and blogs, joint Development Partner features, social media updates.                                       |
|                                                      | <b>Annual Development Partner Round Table Meeting.</b>            | Deepen engagement with Development Partners.                                                                                | Current and potential Development Partner, Development Partner and private investors. | High level meeting.                                                                                                                      |

| Key Result Area                                     | Tactic                                               | Purpose                                                                                         | Target Audience(s)                                                                    | Tools / Channels                                                                                                   |
|-----------------------------------------------------|------------------------------------------------------|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
|                                                     | <b>Annual Report for the Irrigation Sector.</b>      | Demonstrate accountability, results, and opportunities for expanded investment and partnership. | Current and potential Development Partner, Development Partner and private investors. | Digital and physical report.                                                                                       |
| <b>4.Effective Project/ Programme Communication</b> | <b>Structured Project-Cycle Communication Plans.</b> | Ensure efficient communication from project inception to launch and beyond.                     | Communities, county governments, contractors, and other implementation partners.      | Factsheets, posters, barazas, WhatsApp groups, social media updates, success stories, project-based documentaries. |
|                                                     | <b>Regular Media Field Visits.</b>                   | Improve accuracy of reporting and deepen media understanding of irrigation project/programmes.  | Journalists, editors, bloggers.                                                       | Field tours, press kits, interviews, media Q&A.                                                                    |
|                                                     | <b>Human interest stories.</b>                       | Humanize the State Department's work and inspire uptake of irrigation innovation.               | General public, farmers, youth, Development Partner, communities.                     | Video documentaries, photo stories, case studies, social media reels and posts, website updates and blogs.         |
|                                                     | <b>Dissemination of feedback channels.</b>           | Increase awareness of official channels for feedback and reduce fear of providing it.           | Communities, farmers, county stakeholders, project/ programme participants.           | Posters, barazas, radio announcements, QR codes, website forms, hotlines, social media direct messaging.           |

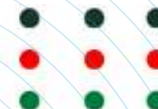


| Key Result Area                                                | Tactic                                                          | Purpose                                                                                                      | Target Audience(s)                                                   | Tools / Channels                                                                        |
|----------------------------------------------------------------|-----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| 5.Strengthened Reputation Management and Crisis Communication. | Issues management and rapid response to misinformation.         | Provide timely clarification to counter misinformation and manage reputational risks.                        | Media, public, influencers, political stakeholders                   | Monitoring tools, WhatsApp groups, press statements, FAQs, social media clarifications. |
|                                                                | Development of a centralized complaints and feedback mechanism. | Provide an internal process to effectively receive, resolve, document and report on complaints and feedback. | SDI Directorates, Implementation partners, public communication unit | Issues management process flow chart, reports, dash boards.                             |

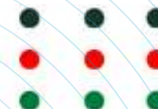
## 4.2 Implementation Matrix

The implementation matrix maps outputs, output indicators, timelines, allocated resources, and responsibilities across the State Department to ensure the successful implementation of the actions outlined in the action plan above. It forms the basis for cascading annual work plans and budgets, ensuring that implementation is systematic, measurable, and aligned with this communication strategy.

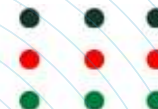
| KRA1: Strengthened Corporate Communication                                                                                                                                                                                              |                                                                                                |                                                                                                                                      |               |        |      |      |      |      |                               |     |     |     |     |                                    |                           |                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|---------------|--------|------|------|------|------|-------------------------------|-----|-----|-----|-----|------------------------------------|---------------------------|----------------------------------------------------|
| Overall Strategy: To develop a comprehensive corporate communication framework that strengthens the State Department's institutional identity and ensures consistent, data-driven, audience-centred communication across all platforms. |                                                                                                |                                                                                                                                      |               |        |      |      |      |      |                               |     |     |     |     |                                    |                           |                                                    |
| Strategic Goal: The State Department's mandate, achievements and role in Kenya's irrigation agenda is clearly and strategically communicated.                                                                                           |                                                                                                |                                                                                                                                      |               |        |      |      |      |      |                               |     |     |     |     |                                    |                           |                                                    |
| Strategic Outcome: By 2030, the State Department achieves at least 90% of its national visibility output goals across digital platforms, mainstream media, and public events.                                                           |                                                                                                |                                                                                                                                      |               |        |      |      |      |      |                               |     |     |     |     |                                    |                           |                                                    |
| Tactic                                                                                                                                                                                                                                  | Expected Outputs                                                                               | Output Indicators                                                                                                                    | 5 Year Target | Target |      |      |      |      | Annual Budget (Millions, KES) |     |     |     |     | Budget Category                    | Responsibility            |                                                    |
|                                                                                                                                                                                                                                         |                                                                                                |                                                                                                                                      |               | Y1     | Y2   | Y3   | Y4   | Y5   | Y1                            | Y2  | Y3  | Y4  | Y5  |                                    | Lead                      | Support                                            |
| Develop communication repositories                                                                                                                                                                                                      | Centralized physical and digital repositories for communication assets created and functional. | 2 functional communication repositories established and accessible to all directorates.                                              | 2             | 2      |      |      |      |      | 4                             | 4   | 3   | -   | -   | Documentation and Content Creation | Public Communication Unit | ICT                                                |
|                                                                                                                                                                                                                                         | Standardized branded templates created and stored for internal use.                            | At least 10 core communication templates uploaded (briefs, factsheets, press releases, social media graphic branding etc.) annually. | 50            | 10     | 10   | 10   | 10   | 10   | 1                             | 0.5 | 0.5 | 0.5 | 0.5 | Internal Communication             | Public Communication Unit | Design and Branding Consultants                    |
|                                                                                                                                                                                                                                         | Repository management implemented.                                                             | 100% of official communication materials are stored in the repository by end of each strategy year.                                  | 100%          | 100%   | 100% | 100% | 100% | 100% | 0.5                           | 0.5 | -   | -   | -   | Documentation and Content Creation | Public Communication Unit | ICT                                                |
| Website Optimization                                                                                                                                                                                                                    | Weekly communication updates uploaded.                                                         | At least 1 key update is highlighted weekly on the website to amplify ongoing social media posts/events/announcements.               | 260           | 52     | 52   | 52   | 52   | 52   | -                             | -   | -   | -   | -   | Documentation and Content Creation | Public Communication Unit | ICT                                                |
|                                                                                                                                                                                                                                         | Integration of NISIP – MIS dashboards for project/ programme data.                             | 100% operational Project/Programme facts and figures available per county.                                                           | 100%          | 100%   | 100% | 100% | 100% | 100% | 2                             | 0.2 | 0.2 | 0.2 | 0.2 | Digital Platforms Management       | ICT                       | Public Communication Unit Project/ Programme leads |
|                                                                                                                                                                                                                                         | Website UI and UX Improved.                                                                    | 10% incremental increase in website traffic within each strategic year.                                                              | 50%           | 10%    | 10%  | 10%  | 10%  | 10%  | 3                             | 0.5 | 0.5 | 0.5 | 0.5 | Digital Platforms Management       | ICT                       | Public Communication Unit                          |



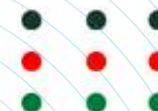
|                                                        |                                                                                                  |                                                                                                                                                                  |        |       |      |      |      |      |     |     |     |     |     |                                                    |                             |                           |
|--------------------------------------------------------|--------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------|------|------|------|------|-----|-----|-----|-----|-----|----------------------------------------------------|-----------------------------|---------------------------|
| Social Media Optimization                              | Enhanced social media content strategy and calendar developed.                                   | 1 annual social media content calendar developed and applied.                                                                                                    | 5      | 1     | 1    | 1    | 1    | 1    | 0.2 | 0.2 | 0.2 | 0.2 | 0.2 | Documentation and Content Creation                 | Public Communication Unit   | Project/Programme Leads   |
|                                                        |                                                                                                  | Minimum of 20 posts per month across the State Department's platforms.                                                                                           | 1200   | 240   | 240  | 240  | 240  | 240  | -   | -   | -   | -   | -   | Documentation and Content Creation                 | Public Communication Unit   | ICT                       |
|                                                        | Engagement shifted from event-based posting to educational, interactive and data-driven content. | Minimum of 10,000 followers per social media page in the first year and increment of 5,000 per year.                                                             | 30,000 | 10000 | 5000 | 5000 | 5000 | 5000 | 6   | 6   | 6   | 6   | 6   | Digital Platforms Management                       | Public Communication Unit   | Communication Consultants |
|                                                        |                                                                                                  | Monthly social media analytics reports produced to inform improvements in content and engagement strategies.                                                     | 60     | 12    | 12   | 12   | 12   | 12   | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 | Digital Platforms Management                       | Public Communication Unit   | Communication Consultants |
|                                                        | Branded, consistent messaging across platforms.                                                  | 100% of the State Department's platforms aligned with corporate branding and messaging guidelines.                                                               | 100%   | 100%  | 100% | 100% | 100% | 100% | 2   | 2   | 2   | 2   | 2   | Digital Platforms Management                       | Public Communication Unit   | Communication Consultants |
| Improved Media Relations                               | Data base of key journalists and editors kept.                                                   | 1 database of journalists created and updated quarterly.                                                                                                         | 1      | 1     | 1    | 1    | 1    | 1    | -   | -   | -   | -   | -   | Documentation and Content Creation                 | Public Communication Unit   |                           |
|                                                        | Coordinated media briefings and engagement.                                                      | Bi-Quarterly media briefings, press releases and interviews.                                                                                                     | 40     | 8     | 8    | 8    | 8    | 8    | 4   | 4   | 4   | 4   | 4   | Documentation and Content Creation                 | Public Communication Unit   |                           |
| Sufficient Resourcing of the Public Communication Unit | Training programmes delivered to enhance capacity.                                               | 2 capacity-building trainings conducted per year, for each public communication staff.                                                                           | 120    | 24    | 24   | 24   | 24   | 24   | 2.5 | 2.5 | 2.5 | 2.5 | 2.5 | Capacity Building and Institutional Strengthening. | State Department Leadership | Training Consultants      |
|                                                        | Communication Equipment provided                                                                 | Provision of cameras, tripods, gimbals, microphones, field internet access, office phones, laptops, back up hard drives, editing suite, streaming equipment etc. | 1      | 1     | 1    | 1    | 1    | 1    | 5   | 5   | 0.5 | 0.5 | 0.5 | Documentation and Content Creation                 | State Department Leadership |                           |
| National Irrigation Week (Annual Event)                | A national annual Irrigation Week convened with participation from key stakeholders.             | 1 National Irrigation Week held each year.                                                                                                                       | 5      | 1     | 1    | 1    | 1    | 1    | 20  | 20  | 20  | 20  | 20  | Events and Public Participation                    | Public Communication Unit   | Related MDAs Partners     |
|                                                        |                                                                                                  | 1 post-event report produced and shared with stakeholders each year.                                                                                             | 5      | 1     | 1    | 1    | 1    | 1    | 3   | 3   | 3   | 3   | 3   | Events and Public Participation                    | Public Communication Unit   | Communication Consultants |
| Participation in relevant conferences, expos/shows     | The State Department is represented at key national and regional conferences and expos.          | The State Department exhibits and takes key speaker roles in at least 8 keyconferences/ expos/shows per year.                                                    | 40     | 8     | 8    | 8    | 8    | 8    | 12  | 12  | 12  | 12  | 12  | Events and Public Participation                    | Public Communication Unit   | Communication Consultants |



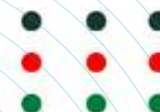
| Stakeholder Information, Education and Communication (IEC) Materials                                                                                                     | Targeted IEC materials developed for different stakeholder groups including brochures, newsletters, banners, reports, etc | Minimum of 5,000 IEC copies (print or digital) distributed per year.                                | 25000         | 5000   | 5000 | 5000 | 5000 | 5000 | 3                      | 3   | 3   | 3   | 3   | Documentation and Content Creation | Public Communication Unit | Communication Consultants |                             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|---------------|--------|------|------|------|------|------------------------|-----|-----|-----|-----|------------------------------------|---------------------------|---------------------------|-----------------------------|
| Farmer-Focused Digital Content Series                                                                                                                                    | Annual digital content series tailored to farmers' information needs.                                                     | At least 2 farmer-focused digital content pieces published every month.                             | 120           | 24     | 24   | 24   | 24   | 24   | 5                      | 5   | 5   | 5   | 5   | Documentation and Content Creation | Public Communication Unit | Communication Consultants |                             |
| Coordination with Ministries Departments and Agencies with similar interests.                                                                                            | Regular information-sharing and joint communication planning sessions conducted with related MDAs.                        | At least 1 inter-agency communication meeting per quarter held with relevant MDAs.                  | 20            | 4      | 4    | 4    | 4    | 4    | 1                      | 1   | 1   | 1   | 1   | Internal Communication             | Public Communication Unit | Related MDAs              |                             |
|                                                                                                                                                                          |                                                                                                                           | At least 1 joint sector wide campaign implemented with MDAs annually.                               | 5             | 1      | 1    | 1    | 1    | 1    | 7                      | 7   | 7   | 7   | 7   | Events and Public Participation    | Public Communication Unit | Related MDAs              |                             |
| KRA 2: Streamlined Internal Communication                                                                                                                                |                                                                                                                           |                                                                                                     |               |        |      |      |      |      |                        |     |     |     |     |                                    |                           |                           |                             |
| Overall Strategy: To develop and institutionalize internal collaboration workflows that support inter-departmental collaboration for corporate communication.            |                                                                                                                           |                                                                                                     |               |        |      |      |      |      |                        |     |     |     |     |                                    |                           |                           |                             |
| Strategic Goal: The State Department directorates collaborate effectively, enabling timely, streamlined and optimized consolidation of corporate communication products. |                                                                                                                           |                                                                                                     |               |        |      |      |      |      |                        |     |     |     |     |                                    |                           |                           |                             |
| Strategic Outcome: By 2030, 100% of communication products are produced through the State Department's streamlined internal coordination framework.                      |                                                                                                                           |                                                                                                     |               |        |      |      |      |      |                        |     |     |     |     |                                    |                           |                           |                             |
| Tactic                                                                                                                                                                   | Expected Outputs                                                                                                          | Output Indicators                                                                                   | 5 Year Target | Target |      |      |      |      | AnnualBudget(Millions) |     |     |     |     | Budget Category                    | Responsibility            |                           |                             |
|                                                                                                                                                                          |                                                                                                                           |                                                                                                     |               | Y1     | Y2   | Y3   | Y4   | Y5   | Y1                     | Y2  | Y3  | Y4  | Y5  |                                    | Lead                      | Support                   |                             |
| Adapt a communication policy.                                                                                                                                            | A formal communication policy is developed, approved and disseminated.                                                    | 1 communication policy adapted, approved and disseminated.                                          | 1             | 1      |      |      |      |      |                        | 5   | 10  | 5   | -   | -                                  | Internal Communication    | Public Communication Unit | State Department Leadership |
| The State Department's content calendar                                                                                                                                  | A centralized annual content calendar developed collaboratively with all directorates.                                    | 1 comprehensive annual content calendar developed, approved and implemented.                        | 5             | 1      | 1    | 1    | 1    | 1    | 0.5                    | 0.5 | 0.5 | 0.5 | 0.5 | Internal Communication             | Public Communication Unit | Project/Pro gramme Leads  |                             |
|                                                                                                                                                                          |                                                                                                                           | Quarterly reviews conducted to update and refine the content calendar based on emerging priorities. | 20            | 4      | 4    | 4    | 4    | 4    | 0.2                    | 0.2 | 0.2 | 0.2 | 0.2 | Internal Communication             | Public Communication Unit | Project/Pro gramme Leads  |                             |
|                                                                                                                                                                          |                                                                                                                           | 100% of directorates contributing to planned activities and milestones to the content calendar.     | 100%          | 100%   | 100% | 100% | 100% | 100% | -                      | -   | -   | -   | -   | Internal Communication             | Public Communication Unit | Project/Pro gramme Leads  |                             |



|                                                                                                                                                                                                                                |                                                                                                                                                                             | Minimum of 80% of planned content produced and published according to the calendar timelines. | 80%           | 80%    | 80% | 80% | 80% | 80% | -                        | -   | -   | -   | -   | Documentation and Content Creation | Public Communication Unit | Project/ Programme Leads<br>Communication Consultants |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------|--------|-----|-----|-----|-----|--------------------------|-----|-----|-----|-----|------------------------------------|---------------------------|-------------------------------------------------------|
| <b>KRA 3: Improved Development Partner Communication</b>                                                                                                                                                                       |                                                                                                                                                                             |                                                                                               |               |        |     |     |     |     |                          |     |     |     |     |                                    |                           |                                                       |
| Overall Strategy: To develop a communication plan that ensures consistent Development Partner visibility through strategic profiling of Development Partner-supported programmes.                                              |                                                                                                                                                                             |                                                                                               |               |        |     |     |     |     |                          |     |     |     |     |                                    |                           |                                                       |
| Strategic Goal: Development Partner collaborations are sufficiently communicated for stronger Development Partner visibility, and positioning of the State Department for new and expanded investment.                         |                                                                                                                                                                             |                                                                                               |               |        |     |     |     |     |                          |     |     |     |     |                                    |                           |                                                       |
| Strategic Outcome: By 2030, at least 90% of Development Partners express satisfaction with the State Department's communication about their strategic partnerships.                                                            |                                                                                                                                                                             |                                                                                               |               |        |     |     |     |     |                          |     |     |     |     |                                    |                           |                                                       |
| Tactic                                                                                                                                                                                                                         | Expected Outputs                                                                                                                                                            | Output Indicators                                                                             | 5 Year Target | Target |     |     |     |     | Annual Budget (Millions) |     |     |     |     | Budget Category                    | Responsibility            |                                                       |
|                                                                                                                                                                                                                                |                                                                                                                                                                             |                                                                                               |               | Y1     | Y2  | Y3  | Y4  | Y5  | Y1                       | Y2  | Y3  | Y4  | Y5  |                                    | Lead                      | Support                                               |
| Quarterly Development Partner & Investment Newsletter                                                                                                                                                                          | A quarterly newsletter showcasing Development Partner-supported programmes, investment opportunities, and progress aligned with NISIP pathways.                             | 4 Development Partner newsletters produced and disseminated per year.                         | 20            | 4      | 4   | 4   | 4   | 4   | 1                        | 1   | 1   | 1   | 1   | Documentation and Content Creation | Public Communication Unit | State Department Leadership                           |
| Annual Development Partner Round Table Meeting                                                                                                                                                                                 | A high-level annual roundtable convened to review progress, present investment priorities, and strengthen Development Partner alignment with the State Department's agenda. | 1 Development Partner roundtable meeting per year convened.                                   | 5             | 1      | 1   | 1   | 1   | 1   | 2                        | 2   | 2   | 2   | 2   | Events and Public Participation    | Public Communication Unit | State Department Leadership                           |
|                                                                                                                                                                                                                                | Annual progress report for the irrigation Sector.                                                                                                                           | 1 Annual Report developed per year.                                                           | 5             | 1      | 1   | 1   | 1   | 1   | 0.2                      | 0.2 | 0.2 | 0.2 | 0.2 | Documentation and Content Creation | Public Communication Lead | State Department Leadership.                          |
| <b>KRA 4: Effective Project/Programme Communication</b>                                                                                                                                                                        |                                                                                                                                                                             |                                                                                               |               |        |     |     |     |     |                          |     |     |     |     |                                    |                           |                                                       |
| Overall Strategy: To develop and implement comprehensive project-cycle communication plans                                                                                                                                     |                                                                                                                                                                             |                                                                                               |               |        |     |     |     |     |                          |     |     |     |     |                                    |                           |                                                       |
| Strategic Goal: The State Department projects/programmes are effectively publicized to increase visibility of achievements, deepen public participation and increase awareness of irrigation services, especially among youth. |                                                                                                                                                                             |                                                                                               |               |        |     |     |     |     |                          |     |     |     |     |                                    |                           |                                                       |
| Strategic Outcome: By 2030, at least 70% of the State Department's communication content is farmer-centred and youth-centred, successfully promoting awareness and uptake of irrigation services                               |                                                                                                                                                                             |                                                                                               |               |        |     |     |     |     |                          |     |     |     |     |                                    |                           |                                                       |
| Tactic                                                                                                                                                                                                                         | Expected Outputs                                                                                                                                                            | Output Indicators                                                                             | 5 Year Target | Target |     |     |     |     | Annual Budget (Millions) |     |     |     |     | Budget Category                    | Responsibility            |                                                       |
|                                                                                                                                                                                                                                |                                                                                                                                                                             |                                                                                               |               | Y1     | Y2  | Y3  | Y4  | Y5  | Y1                       | Y2  | Y3  | Y4  | Y5  |                                    | Lead                      | Support                                               |



| <b>Structured Project-Cycle Communication Plans</b>                                                                                                                                    | A standardized communication plan developed for each project, covering inception, implementation, commissioning, and post-launch phases. | Annual project cycle communication plan co-created with all directorates.     | 5                  | 1      | 1    | 1    | 1    | 1    | 1                        | 1   | 1   | 1   | 1   | Internal Communication             | Public Communication Unit | Project/Programme Leads                              |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|--------------------|--------|------|------|------|------|--------------------------|-----|-----|-----|-----|------------------------------------|---------------------------|------------------------------------------------------|
| <b>Regular Media Field Visits</b>                                                                                                                                                      | Scheduled media field visits conducted to enhance journalists' understanding of irrigation projects and improve accuracy of reporting.   | At least 4 media field visits per year conducted.                             | 20                 | 4      | 4    | 4    | 4    | 4    | 16                       | 16  | 16  | 16  | 16  | Documentation and Content Creation | Public Communication Unit | Communication Consultants                            |
|                                                                                                                                                                                        | Increased visibility of the State Department's achievements, innovations, and community impact.                                          | At least 12 media stories per year generated from visits.                     | 60                 | 12     | 12   | 12   | 12   | 12   | -                        | -   | -   | -   | -   | Documentation and Content Creation | Public Communication Unit | Communication Consultants                            |
| <b>Human Interest Stories</b>                                                                                                                                                          | Enhanced visibility of beneficiary voices and best practices.                                                                            | Minimum of 24 stories per year from diverse projects/programmes and regions.  | 120                | 24     | 24   | 24   | 24   | 24   | 2                        | 2   | 2   | 2   | 2   | Documentation and Content Creation | Public Communication Unit | Project/Programme Leads<br>Communication Consultants |
| <b>Dissemination of feedback channels</b>                                                                                                                                              | Official feedback channels communicated to stakeholders.                                                                                 | Feedback channels shared on 100% of all communication products and platforms. | 100%               | 100%   | 100% | 100% | 100% | 100% | -                        | -   | -   | -   | -   | Events and Public Participation    | Public Communication Unit |                                                      |
| <b>KRA 5: Strengthened Reputation Management and Crisis Communication</b>                                                                                                              |                                                                                                                                          |                                                                               |                    |        |      |      |      |      |                          |     |     |     |     |                                    |                           |                                                      |
| <b>Overall Strategy: To develop and activate a structured crisis communication framework to safeguard the State Department's reputation and public trust.</b>                          |                                                                                                                                          |                                                                               |                    |        |      |      |      |      |                          |     |     |     |     |                                    |                           |                                                      |
| <b>Strategic Goal: The State Department monitors and responds to misinformation and disinformation in a timely and comprehensive manner, therefore protecting its corporate brand.</b> |                                                                                                                                          |                                                                               |                    |        |      |      |      |      |                          |     |     |     |     |                                    |                           |                                                      |
| <b>Strategic Outcome: By 2030, 90% of misinformation related to the State Department is addressed, preventing escalation and crisis.</b>                                               |                                                                                                                                          |                                                                               |                    |        |      |      |      |      |                          |     |     |     |     |                                    |                           |                                                      |
| Tactic                                                                                                                                                                                 | Expected Outputs                                                                                                                         | Output Indicators                                                             | Target for 5 Years | Target |      |      |      |      | Annual Budget (Millions) |     |     |     |     | Budget category                    | Responsibility            |                                                      |
|                                                                                                                                                                                        |                                                                                                                                          |                                                                               |                    | Y1     | Y2   | Y3   | Y4   | Y5   | Y1                       | Y2  | Y3  | Y4  | Y5  |                                    | Lead                      | Support                                              |
| <b>Strengthened Reputation Management and Crisis Communication</b>                                                                                                                     | A structured issues management and rapid response protocol developed.                                                                    | 1 Rapid Response Protocol developed, approved, and disseminated internally.   | 1                  | 1      |      |      |      |      | 3                        | 3   | 0.5 | -   | -   | Issues Management                  | Public Communication Unit | State Department Leadership                          |
|                                                                                                                                                                                        | A dedicated monitoring system operationalized to track and address media, online platforms, and community-level                          | 1 Centralized complaints and feedback mechanism developed.                    | 1                  | 1      | 1    | 1    |      |      | 1.5                      | 0.5 | 0.5 | 0.5 | 0.5 | Issues management                  | Public Communication Unit | Monitoring and Evaluation Unit                       |
|                                                                                                                                                                                        |                                                                                                                                          | Weekly media monitoring report produced.                                      | 110                | 52     | 52   | 52   | 52   | 52   | 3                        | 3   | 3   | 3   | 3   | Issues Management                  | Public Communication Unit | Communication Consultants                            |





|               |                              |                                                                              |     |     |     |     |     |     |               |               |               |              |              |                   |                           |                             |
|---------------|------------------------------|------------------------------------------------------------------------------|-----|-----|-----|-----|-----|-----|---------------|---------------|---------------|--------------|--------------|-------------------|---------------------------|-----------------------------|
|               | misinformation in real time. | 90% of misinformation incidents are addressed as per the developed protocol. | 90% | 90% | 90% | 90% | 90% | 90% | 0.3           | 0.3           | 0.3           | 0.3          | 0.3          | Issues Management | Public Communication Unit | State Department Leadership |
|               |                              | FAQ updated monthly with responses to key misinformation items.              | 60  | 12  | 12  | 12  | 12  | 12  | -             | -             | -             | -            | -            | Issues Management | Public Communication Unit | ICT                         |
| <b>TOTALS</b> |                              |                                                                              |     |     |     |     |     |     | <b>117.40</b> | <b>116.60</b> | <b>103.10</b> | <b>94.60</b> | <b>94.60</b> |                   |                           |                             |

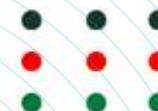
#### Budget Summary

| BUDGET CATEGORY                                   | AMOUNT (MILLIONS, KES) |
|---------------------------------------------------|------------------------|
| Capacity Building and Institutional Strengthening | 12.50                  |
| Digital Platforms Management                      | 50.30                  |
| Documentation and Content Creation                | 180.50                 |
| Events and Public Participation                   | 220.0                  |
| Internal Communication                            | 36.50                  |
| Issues Management                                 | 26.50                  |
| <b>Total</b>                                      | <b>526.30</b>          |

#### 4.2.1 Budget Resourcing

This budget shall be provided through the statutory annual budget allocation for the State Department under a communication Head Code. Further, it is recommended that:

- A minimum of 5% budget for communications is allocated from all projects.
- A minimum of 5% budget for communication is placed in all new project proposals.
- The public communication unit maximizes partnerships for joint campaigns e.g. Irrigation week, joint documentation pieces etc.



### 4.3 Communication Strategy Risk Matrix

The risk matrix below identifies what could hinder implementation of this communication strategy, and how to prevent or mitigate these risks.

| Risk Category                        | Risk Description                                                                                       | Mitigation Measures                                                                                                                                                                                                                                                                         | Lead Responsibility                                                          |
|--------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| Institutional Capacity               | Limited human and technical capacity within the Public Communication Unit may delay implementation.    | <ul style="list-style-type: none"> <li>a. Recruit or assign additional communication officers.</li> <li>b. Provide continuous capacity building (digital skills, media engagement, crisis communication).</li> <li>c. Use interns/attachments strategically to support workload.</li> </ul> | Principal Secretary; Head of Public Communication                            |
| Inter-Departmental Coordination Gaps | Delayed content inputs or poor cooperation from directorates may affect content quality and timelines. | <ul style="list-style-type: none"> <li>a. Enforce internal workflows and deadlines.</li> <li>b. Institutionalize monthly coordination meetings.</li> <li>c. Embed communication roles in directorate performance targets.</li> </ul>                                                        | Head of Public Communication; All Directors                                  |
| Fragmented Communication among MDAs  | Inconsistent messages or duplication of information across sector actors.                              | <ul style="list-style-type: none"> <li>a. Implement the Inter-Agency Communication Coordination Framework.</li> <li>b. Hold quarterly sector communication reviews.</li> <li>c. Use harmonized templates and messaging guidelines.</li> </ul>                                               | The State Department Communication Unit; NIA, Corporate Communication; MoWSI |
| Misinformation                       | Rapid spread of false information may damage credibility or fuel public mistrust.                      | <ul style="list-style-type: none"> <li>a. Activate Rapid Response Protocol.</li> <li>b. Maintain an updated FAQ and fact-checking repository.</li> <li>c. Strengthen real-time media and social monitoring.</li> </ul>                                                                      | Crisis Communication Team; Public Communication Unit                         |

| Risk Category                                       | Risk Description                                                               | Mitigation Measures                                                                                                                                                                                                                                                | Lead Responsibility                                                  |
|-----------------------------------------------------|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| Political Interference                              | Irrigation messages may be politicized, especially during election periods.    | <ul style="list-style-type: none"> <li>a. Maintain neutral, evidence-based messaging.</li> <li>b. Issue proactive clarifications on technical facts.</li> <li>c. Use corporate, not personality-based communication.</li> </ul>                                    | Principal Secretary/ Spokesperson; Head of Public Communication Unit |
| Low Public Awareness and Engagement                 | Employ strategic audience segmentation and targeting.                          | <ul style="list-style-type: none"> <li>a. Roll out targeted multimedia campaigns.</li> <li>b. Tailor key messages and formats.</li> </ul>                                                                                                                          | Public Communication Unit                                            |
| Digital Infrastructure Limitations                  | Website downtime, low traffic, low internet, may impede visibility.            | Strengthen ICT systems and support.                                                                                                                                                                                                                                | ICT Directorate                                                      |
| Risk of Data Breaches or Cybersecurity Threats      | Social media accounts or digital systems may be compromised.                   | <ul style="list-style-type: none"> <li>a. Activate ICT cybersecurity protocols.</li> <li>b. Enable two-factor authentication and other security measures.</li> <li>c. Limit admin rights to trained officers.</li> </ul>                                           | ICT Directorate; Public Communication Unit                           |
| Reputational Damage from Project Delays or Failures | Community conflicts, delays, or complaints may escalate into public criticism. | <ul style="list-style-type: none"> <li>a. Proactive disclosure of challenges and timelines</li> <li>b. Strengthen community engagement processes.</li> <li>c. Coordinate statements/key messages with the relevant directorates, contractors and/or NIA</li> </ul> | Crisis Communication Team; Public Communication Unit                 |
| Insufficient Funding for Communication Activities   | Communication activities may stall without dedicated budgets.                  | <ul style="list-style-type: none"> <li>a. Establish an annual communication budget line for all planned communication activities.</li> </ul>                                                                                                                       | Head of Public Communication Unit; Directorates                      |

| Risk Category        | Risk Description                                                                              | Mitigation Measures                                                                                              | Lead Responsibility |
|----------------------|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|---------------------|
| Change in leadership | Buy in for implementation of the strategy may reduce in case there is a change in leadership. | Development and implementation of communication strategies should be embedded in leaders' performance contracts. | Principal Secretary |

## 4.4 Internal Coordination and External Collaboration Framework

This coordination and collaboration framework provides guidance for:

- Streamlining internal coordination to support efficient implementation of the communication strategy.
- Maximizing external collaboration to amplify visibility of sector wide communication campaigns.

### 4.4.1 Internal Coordination

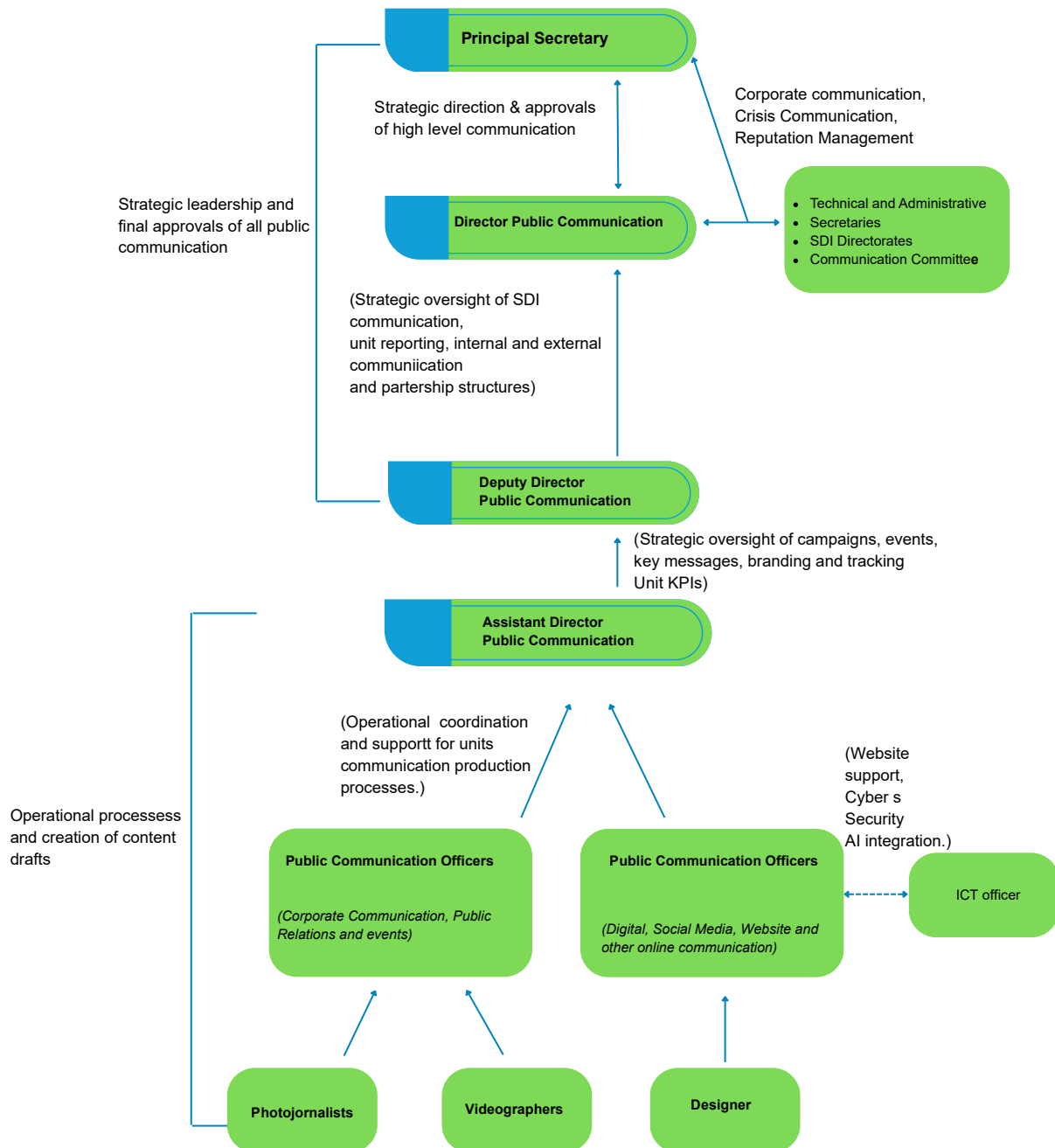


Figure 7: Internal coordination framework for the implementation of the communication strategy

#### DIAGRAM KEY

- Approvers of communication content and processes
- ↔ Co-Approvers of communication content and processes
- Cross functional collaboration/support

The diagram above provides a detailed guideline for communication management, production, validation and approval processes. The public communication unit will lead the implementation of the communication strategy using this framework. To further support this implementation, the State Department will earmark annual budgets for communication activities as guided by the implementation matrix provided in section 4.2 above.

To optimize internal coordination, all directorates will submit inputs for the annual content calendar during the annual planning and budgeting period. Monthly coordination meetings with the directorates and with the communication committee will facilitate comprehensive project and programme updates, highlight upcoming field activities and events requiring communication support, and enable joint planning by all departments. During this meeting, the public communication unit will also provide progress updates against ongoing communication activities, outline challenges, and confirm content requirements.

#### **4.4.2 External Collaboration**

One of the key strategies proposed is for the State Department to optimize visibility of irrigation issues in the country through coordinated sector-wide campaigns. This necessitates the creation of a platform to support collaboration with various stakeholder groups including:

- National and county government institutions
- Sector agencies and authorities
- Development Partners
- Civil society organizations and community-based actors
- Media institutions and influencers
- Private sector
- Academia

##### **4.4.2.1 Roles and Expectations**

#### **State Department for Irrigation**

The public communication unit will serve as the convener of this platform. The unit's role will include:

- Sharing of annual communication priorities, key messages, and planned campaigns with targeted stakeholder groups.
- Encouraging joint communication initiatives where mandates and audiences overlap.
- Using existing intergovernmental and sector coordination forums for communication alignment.
- Convening periodic communication briefings with key partners.
- Providing oversight for the implementation and monitoring of sector wide communication campaigns.



## Stakeholders

The following are expectations from stakeholders taking part in sector wide campaigns:

- Co- create sector-wide campaigns.
- Disseminate and amplify joint messaging through official channels to create public awareness of key irrigation issues.
- Contribute technical content, data, and implementation updates to support accurate, timely, and evidence-based communication.
- Support in monitoring joint campaigns, facilitating audience engagement, collecting of feedback, and joint learning by documenting successes.

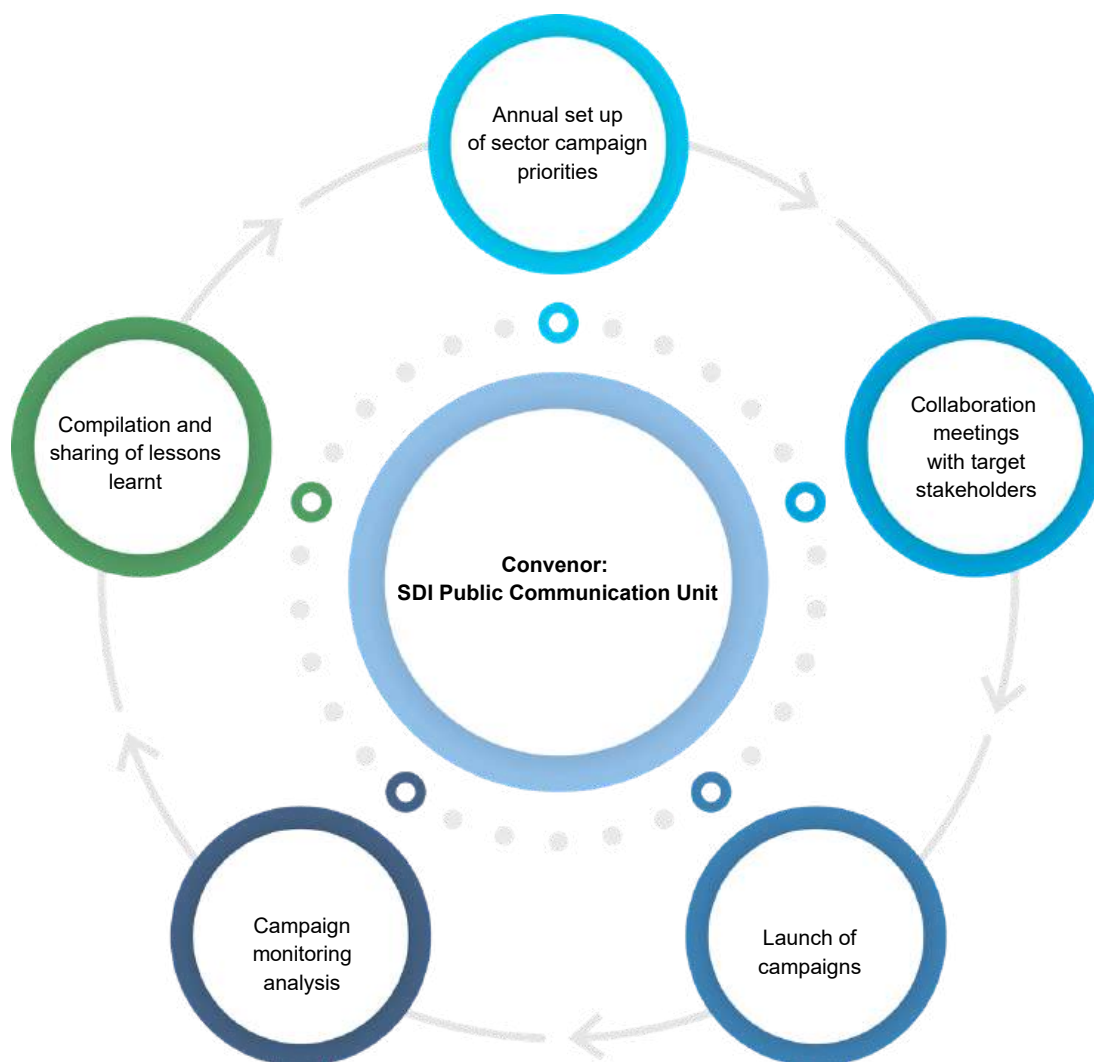
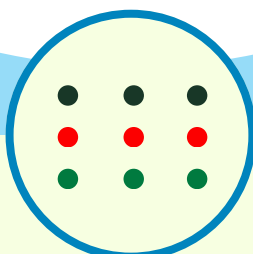


Figure 8: Cycle of sector wide campaign collaboration

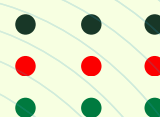
### 4.4.3 Review of the Framework

This framework shall be reviewed periodically to ensure continued relevance to sector priorities, communication needs, and evolving coordination and collaboration arrangements.



# CHAPTER 5

## MONITORING AND EVALUATION REPORTING FRAMEWORK



## CHAPTER 5: MONITORING AND EVALUATION REPORTING FRAMEWORK

The following M&E reporting framework provides the basis for outcome-level progress tracking throughout the strategy period. It is important to note that there was insufficient baseline data; however, implementation of this strategy will generate a robust baseline for the next strategic cycle.

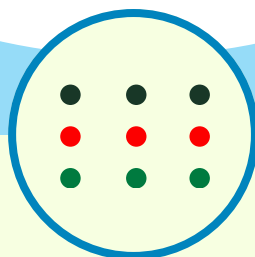
### 5.1 Monitoring and Evaluation Reporting Framework

Table 8: M&E Reporting Framework

| Key Result Area                               | Strategic Outcome                                                                                                                                          | Strategic Outcome Indicators                                                                                       | Means of Verification                                                                                                                              | Reporting Timelines |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <b>1.Strengthened Corporate Communication</b> | By 2030, the State Department achieves at least 90% of its national visibility output goals across digital platforms, mainstream media, and public events. | % increase in verified traffic to the State Departments digital platforms over the reporting period.               | Bi-weekly social media and website analytics.                                                                                                      | Quarterly           |
|                                               |                                                                                                                                                            | % increase in accurate and positive media coverage of the State Department's mandate, activities and achievements. | Bi-weekly media monitoring reports.                                                                                                                | Quarterly           |
|                                               |                                                                                                                                                            | No. of stakeholders participating in the State Department's events.                                                | <ul style="list-style-type: none"> <li>Participant lists.</li> <li>Exhibition booth visitors' lists.</li> <li>Webinar attendance lists.</li> </ul> | Quarterly           |
| <b>2.Streamlined Internal Communication</b>   | By 2030, 100% of communication products are produced through the State Department's streamlined internal coordination framework.                           | % of communication outputs developed and published through cross-directorate collaboration.                        | <ul style="list-style-type: none"> <li>Coordination meeting minutes.</li> <li>Quarterly public communication unit reports.</li> </ul>              | Quarterly           |

| Key Result Area                                                      | Strategic Outcome                                                                                                                                                              | Strategic Outcome Indicators                                                                                             | Means of Verification                                                                                                                                                       | Reporting Timelines |
|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
|                                                                      |                                                                                                                                                                                | % of mapped stakeholders partnering in sector wide campaigns ran by the State Department for Irrigation.                 | <ul style="list-style-type: none"> <li>Coordination meeting minutes</li> <li>Quarterly public communication unit reports</li> </ul>                                         | Twice yearly        |
| <b>3.Improved Development Partner Communication</b>                  | By 2030, at least 90% of Development Partner express satisfaction with the State Department's communication about their strategic partnerships.                                | % of Development Partners who are satisfied with visibility of their partnership in the State Department Communications. | <ul style="list-style-type: none"> <li>Annual Development Partner perception survey.</li> </ul>                                                                             | Annually            |
|                                                                      |                                                                                                                                                                                | % increase in joint State Department and Development Partner communication products.                                     | <ul style="list-style-type: none"> <li>Quarterly public communication unit report.</li> </ul>                                                                               | Twice yearly        |
| <b>4.Effective Project/ Programme Communication</b>                  | By 2030, at least 70% of the State Department's communication content is farmer-centred and youth-centred, successfully promoting awareness and uptake of irrigation services. | % of verified traffic engaging with farmer-centred and youth-centred communication content.                              | <ul style="list-style-type: none"> <li>Bi – weekly media monitoring.</li> <li>Bi-weekly social media and website analytics.</li> </ul>                                      | Twice yearly        |
| <b>5.Strengthened Reputation Management and Crisis Communication</b> | By 2030, 90% of misinformation related to the State Department is addressed, preventing escalation and crisis.                                                                 | % reduction in the number of misinformation incidents that escalate before intervention.                                 | <ul style="list-style-type: none"> <li>Bi – weekly media monitoring.</li> <li>Bi-weekly social media and website analytics.</li> <li>Feedback mechanism reports.</li> </ul> | Quarterly           |



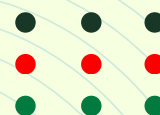


## ANNEXES

**ANNEX 1: CRISIS COMMUNICATION GUIDELINES**

**ANNEX 2: SOCIAL MEDIA GUIDELINES**

**ANNEX 3: YEAR ONE ACTION PLAN**



## **Annex 1: Crisis Communication Guidelines**

### **State Department for Irrigation Crisis Communication Guidelines 2026**

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#### **1. Purpose**

These crisis communication guidelines provide a structured framework for preparing for, responding to, and managing communication during crises that affect the operations, reputation, staff, stakeholders, or public trust in the State Department for Irrigation.

#### **2. Scope**

The guidelines apply to all crises that impact the State Department, including but not limited to service delivery failures, misinformation, staff misconduct, ICT breaches, safety incidents, and public complaints that attract heightened public or media attention.

#### **3. Issues Management**

The most effective way to manage crises is to identify and address issues before they escalate. A key step to doing this is recognizing situations that have the potential to develop into crises. The examples below provide guidance for proactively identifying such issues. The list is not exhaustive but serves as a reference to aid early detection and response.

##### **a. Project Implementation Disputes**

- Delays or abandonment of irrigation projects.
- Community complaints about poor workmanship or contractor performance.
- Disputes over land ownership or compensation for irrigation infrastructure.
- Communities claiming they were not adequately consulted during project planning.

##### **b. Perception of Misuse of Public Funds**

- Allegations of mismanagement of funds allocated to irrigation projects.
- Public criticism regarding cost overruns or stalled projects.
- Questions about how funds collected through government platforms (e.g., eCitizen) are utilized.

##### **c. Misinformation About Irrigation Projects**

- False claims that irrigation projects will displace communities or take away land rights.
- Misrepresentation of Public-Private Partnership (PPP) arrangements, creating mistrust among farmers.
- Viral social media narratives alleging project failure or corruption with or without evidence.

##### **d. Environmental and Water Resource Concerns**

- Accusations that irrigation schemes are depleting water sources or affecting downstream communities.
- Concerns about environmental degradation, flooding, or water pollution linked to irrigation infrastructure.
- Conflicts between irrigation water users and other water users such as pastoralists or domestic consumers.



### **e. Politicization of Irrigation Projects**

- Irrigation investments being framed as political projects during election cycles.
- Public statements by political actors misrepresenting project status or funding.
- Community tensions arising from perceptions that projects are distributed along political lines.

### **f. Farmer Dissatisfaction or Scheme Management Issues**

- Farmers protesting due to water distribution conflicts within irrigation schemes.
- Complaints about irrigation schedules, management committees, or operational costs.
- Vandalism or sabotage of irrigation infrastructure due to unresolved grievances.

### **g. Data and Information Gaps**

- Media or public criticism due to lack of timely updates on project progress.
- Conflicting information released by different government agencies about irrigation statistics or achievements.
- Misinterpretation of sector data (e.g., acreage under irrigation, food production figures).

### **h. Safety or Infrastructure Incidents**

- Dam or irrigation infrastructure failure causing flooding or property damage.
- Injuries or accidents at project construction sites.
- System breakdowns affecting water supply to irrigation schemes.

## **4.Tracking When Issues Escalate into Crisis**

An issue is considered to have escalated into a crisis when it begins to pose a significant risk to the State Department's reputation, operations, or stakeholder trust and requires coordinated response beyond routine communication. Warning signs may include sustained or widespread media coverage, rapid spread of misinformation on social media, public protests or complaints from multiple stakeholders, formal inquiries from oversight bodies or political leaders, or operational disruptions affecting irrigation projects or services. When an issue attracts heightened public attention, generates negative public sentiment, or requires intervention from senior leadership or multiple agencies, it should be classified and managed as a crisis.

### **Crisis Escalation Levels**

Crises shall be classified based on severity and potential impact:

- **Level 1 (Severe Crisis):**  
High-risk incidents with significant reputational, legal, or operational impact, requiring senior leadership and multi-agency response.
- **Level 2 (Moderate Crisis):**  
Issues that cause temporary disruption to service delivery or attract sustained public concern.
- **Level 3 (Low-to-Moderate Risk):**  
Issues unlikely to cause long-term damage but require coordinated messaging.
- **Level 4 (Operational Issues):**  
Day-to-day issues that may escalate if not addressed promptly.

Escalation decisions will be guided by the nature, scale, and public visibility of the incident

## 5. Crisis Response Team

A Crisis Response Team will be constituted. The public communication unit shall be the convenor of this team, coordinate messaging and act as the central point for information management until the crisis is resolved. The team will be kept updated regularly by the public communication team for issues at 3-4 escalation level. It shall be activated at level 1- 2 escalation level, meeting as needed until the issue is resolved. The team shall include:

- Senior management representatives
- Public Communication Unit Directors
- Legal services
- ICT services
- Representatives from Directorates

## 6. Crisis Management Process Overview

### 6.1 Crisis Communication Preparedness

The State Department will maintain an institutional state of readiness for reputation-related crises by developing internal systems that facilitate swift decision-making and coordinated responses. Preparedness measures include:

- a. Establishing clear internal plan detailing roles, approval processes and escalation pathways during crises.
- b. Keeping an updated risk register.
- c. Developing pre-approved message templates and holding statements for common crisis scenarios.
- d. Training spokespersons and technical officers on crisis communication, media handling, and risk-sensitive messaging.
- e. Setting up a rapid verification mechanism to quickly confirm facts from relevant directorates and field officers.
- f. Maintaining updated contact lists for media, partners, county officials and other strategic actors to expedite communication during crises.

### 6.2 Crisis Detection and Early Warning Systems

Early identification of misinformation, reputational risks, or operational crises is essential for timely intervention. The State Department will implement:

- a. Use of real-time social media and media monitoring tools to detect emerging issues, rumours or inaccuracies.
- b. A structured complaints and feedback mechanism to capture on-the-ground concerns.
- c. Integration of WhatsApp, chatbots and digital platforms as rapid information-dissemination and gathering channels.
- d. Regular synthesis of monitoring reports to inform leadership of potential risks before escalation.

### 6.3 Crisis Response and Management

When a crisis occurs, the State Department will coordinate a unified, timely and factual response to mitigate reputational damage and restore public confidence. The response actions include:

- a. Activation of the Crisis Communication Team, led by the Principal Secretary or designated spokesperson.
- b. Determination of a relevant response within 24 -48 hours.
- c. Coordinated messaging with MDAs, counties, contractors and partners to ensure accuracy across all communication channels.
- d. Use of multi-channel approach including press briefings, digital platforms, radio, and community channels etc. to reach diverse audiences.
- e. Continuous updates until the issue is resolved, ensuring transparency throughout the crisis.

## 6.4 Post-Crisis Review and Recovery

After resolution of a crisis, the State Department will conduct a structured review to assess performance, identify lessons and rebuild public trust. Post-crisis actions include:

- A comprehensive after-action review documenting crisis causes, communication gaps and lessons learned.
- Strengthening of policies, processes or systems that contributed to the crisis.
- Reinforcement of positive narratives through success stories, updated data and community testimonials.
- Updating the FAQ repository and communication guidelines to integrate new insights.

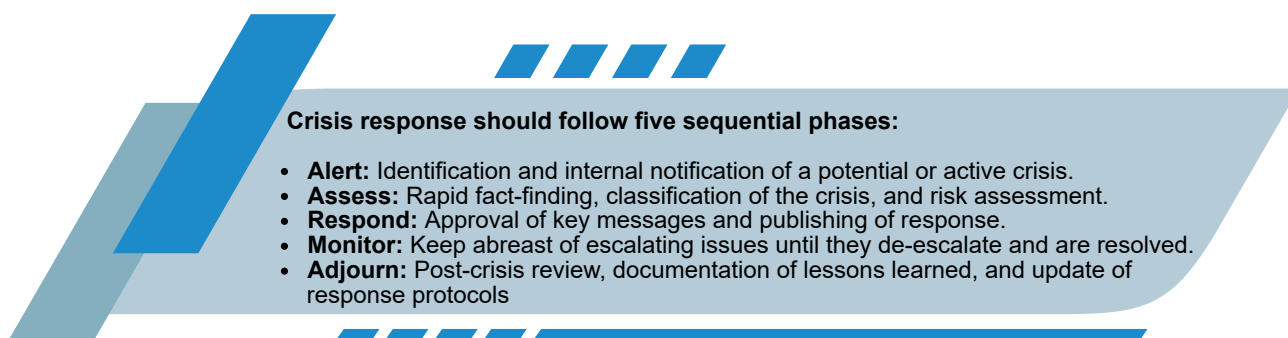


Figure 9: Summary of crisis response phases

## 7. Crisis Communication Principles

All crisis communication shall be guided by the following principles:

- **Accuracy:** Ensure that all information communicated during a crisis is verified, factual, and consistent to maintain public trust.
- **Timeliness:** Provide information promptly to prevent misinformation, reduce speculation, and demonstrate responsiveness.
- **Accountability:** Acknowledge issues responsibly and clearly communicate the actions being taken to address them.
- **Transparency:** Share relevant and truthful information openly to foster public confidence and credibility.

## 8. Crisis Communication Dos and Don'ts

### Dos

- Only allow authorized spokespersons to issue public statements on behalf of the State Department.
- Verify facts before issuing statements.
- Follow established escalation and approval procedures.
- Coordinate internally to ensure consistent messaging.
- Monitor media and public feedback continuously.

### Don'ts

- Speculate or provide unverified information.
- Issue contradictory or unauthorized statements.
- React emotionally or defensively.
- Ignore emerging risks or misinformation.

## 7. Regular Reviews

These guidelines shall be reviewed periodically and after any major crisis to ensure continued relevance, and effectiveness.

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**Responsible Office:** Public Communication Unit, State Department for Irrigation

## **Annex 2: Social Media Guidelines**

### **State Department for Irrigation**

#### **Social Media Guidelines 2026**

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### **1. Purpose**

The State Department for Irrigation recognizes social media as an essential public communication tool for information sharing, citizen engagement, accountability, and service delivery. The purpose of these guidelines is to provide clear guidance on the appropriate, professional, and responsible use of social media.

### **2. Scope of Application**

The guidelines apply to:

- All official social media accounts managed by or on behalf of the State Department for Irrigation.
- All officers authorized to post or engage on official social media platforms.
- All staff whose personal use of social media are associated with, or may impact, the State Department.

### **3. Social Media Management Process**

#### **3.1 Strategic Social Media Planning**

To ensure coherent and purposeful digital communication, the State Department will adopt a structured planning approach across all social media platforms. Strategic planning will include:

- a. Development of annual social media goals aligned with the communication strategy.
- b. Production of a consolidated social media content calendar capturing key events, campaigns, project/programme communication and thematic days.
- c. Integration of cross-channel messaging to ensure consistency across all platforms.
- d. Quarterly digital analytics reviews to refine themes, improve audience targeting, and strengthen overall performance.
- e. Early planning for major campaigns, for example, NISIP communication milestones, irrigation weeks, Development Partner visibility moments etc.

#### **3.2 Content Creation and Brand Alignment**

The State Department will implement a structured content creation process grounded in accuracy, storytelling and brand consistency. This will include:

- a. Production of diverse content formats e.g. infographics, project updates, short videos, community stories, FAQs, animations etc.
- b. Verification of all technical information through the relevant State Department directorates.
- c. Use of the State Department's official brand identity guidelines, including logos, colours and templates, to ensure uniformity.
- d. Prioritization of evidence-based content such as acreage irrigated, number of beneficiaries, youth opportunities, service information etc.
- e. Incorporation of human-interest narratives from farmers, youth and communities to deepen relatability and impact.

#### **3.3 Engagement, Moderation and Community Management**

Effective engagement is essential for building trust and maintaining responsive digital communication. The State Department will:

- a. Monitor comments, enquiries and user feedback daily across all platforms.
- b. Respond to factual queries within a defined timeframe (e.g., 24 hours for general queries, immediate response for emerging risks).
- c. Redirect technical questions to the appropriate directorates while maintaining communication oversight.
- d. Content relating to sensitive matters, including governance issues, emergencies, audits, disputes, or reputational risk, shall require prior clearance through established communication protocols
- e. Identify trending concerns or misinformation for escalation to the crisis response mechanism.
- f. Foster interactive engagement through engaging formats such as polls, Q&A sessions, expert features, youth-focused webinars and discussions etc.

### 3.4 Social Media Monitoring and Analytics

To ensure continuous improvement, the State Department will implement structured digital analytics and monitoring. This will include:

- a. Daily monitoring of performance metrics such as reach, impressions, engagement rate, follower growth and sentiment.
- b. Weekly analytics reports summarizing insights, top-performing content and recommendations.
- c. Monitoring trends in emerging topics, public concerns or misinformation linked to irrigation issues and escalating them as needed.
- d. Using analytics to refine audience targeting, content formats and platform prioritization.

### 3.5 Risk Mitigation and Digital Safety

Social media carries digital safety risks that require clear procedures to prevent, detect and address. The State Department will take the following steps:

- a. Oversight of official social media use shall rest with the public communication unit.
- b. Implement strict verification before posting technical or data-based information.
- c. Access to official social media platforms will be restricted to authorized and trained personnel only. All accounts shall be secured using strong password standards and mandatory two-factor authentication (2FA).
- d. Monitor for impersonation accounts, harmful content and cyber threats, escalating risks to ICT.
- e. Remove harmful or defamatory content in accordance with legal and platform guidelines.
- f. Store backups of all content.
- g. Open accounts using the State Department's emails and phone numbers to ensure administrative continuity. Access credentials should be changed regularly, and immediately revoked upon staff exit, role change, or suspected compromise. Shared access will be managed only through approved platform roles or credential management tools, in line with ICT security policies.

## 4. Guidance on the Use of Official Social Media Platforms

Official social media platforms will be used to:

- Disseminate verified information on irrigation policies, programmes, projects, and services.
- Promote public awareness, participation, and feedback.
- Provide timely updates, clarifications, and service-related information.
- Address misinformation through factual and evidence-based communication.

All content must be non-partisan, factual, professional in tone, and compliant with Government of Kenya branding and communication standards.

## 5. Personal Use of Social Media by Staff

The State Department respects the constitutional right to freedom of expression. As staff of the State Department engage personal use of social media they should:

- Not present personal views as official positions of the State Department.
- Not disclose confidential or non-public information.
- Exercise discretion when referencing the State Department or its mandate.
- Avoid content that may undermine public confidence in the Government or the public service.

## 6. Social Media Dos and Don'ts

### Dos

- Use social media to share accurate and verified information about irrigation programmes, services, and sector developments.
- Maintain a professional tone that reflects the values and mandate of the State Department.
- Promote the institutional voice by emphasizing the role of the State Department rather than individual personalities.
- Engage constructively with the public, responding to questions and feedback in a timely and respectful manner.
- Use clear visuals and storytelling to highlight the impact of irrigation on farmers, communities, and national development.
- Verify facts, data, and sources before publishing any content.
- Follow branding guidelines, including the use of official logos, colours, and approved messaging.
- Report misinformation or sensitive issues promptly to the Public Communication Unit for coordinated response.

### Don'ts

- Do not share confidential or sensitive information, including internal documents or project details not approved for public release.
- Do not post personal opinions on behalf of the State Department, particularly on political or controversial matters.
- Do not engage in arguments or hostile exchanges with members of the public online.
- Do not publish unverified information, rumours, or speculation.
- Do not post content that could compromise the reputation of the State Department, its partners, or stakeholders.
- Do not use unofficial social media accounts to communicate official information.
- Do not alter or misuse official logos, branding, or images.

## 7. Guiding Principles

All social media engagement by the State Department for Irrigation shall be guided by the following principles:

- **Professional conduct:** Uphold public service values online and offline.
- **Accuracy:** Share only factual, approved, and up to date information.
- **Consistency:** Align messages with official government positions and branding.
- **Accountability:** Enable traceable, responsive, and respectful engagement.
- **Inclusion:** Communicate in a manner that is respectful, non-discriminatory, and accessible.
- **Confidentiality:** Safeguard confidential and sensitive information.





## 8. Regular Reviews

These guidelines shall be reviewed periodically and after any major crisis to ensure continued relevance, effectiveness, changes in law, technology, and Government of Kenya communication guidelines.

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**Responsible Office:** Public Communication Unit, State Department for Irrigation



## Annex 3: Year One Action Plan

| KRA1: Strengthened Corporate Communication                                                                                                                                                                                                     |               |               |         |          |       |       |     |      |      |        |           |         |          |          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|---------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|
| <b>Overall Strategy:</b> To develop a comprehensive corporate communication framework that strengthens the State Department's institutional identity and ensures consistent, data-driven, audience-centred communication across all platforms. |               |               |         |          |       |       |     |      |      |        |           |         |          |          |
| <b>Strategic Goal:</b> The State Department's mandate, achievements and role in Kenya's irrigation agenda is clearly and strategically communicated.                                                                                           |               |               |         |          |       |       |     |      |      |        |           |         |          |          |
| <b>Strategic Outcome:</b> By 2030, the State Department achieves at least 90% of its national visibility output goals across digital platforms, mainstream media, and public events.                                                           |               |               |         |          |       |       |     |      |      |        |           |         |          |          |
| Output Indicators                                                                                                                                                                                                                              | Year 1 Target | Year 1 Budget | January | February | March | April | May | June | July | August | September | October | November | December |
| 2 functional communication repositories established and accessible to all directorates.                                                                                                                                                        | 1             | 4             |         |          |       |       |     |      |      |        |           |         |          |          |
| At least 10 core communication templates uploaded (briefs, factsheets, press releases, social media graphic branding etc.) annually.                                                                                                           | 10            | 1             |         |          |       |       |     |      |      |        |           |         |          |          |
| 100% of official communication materials are stored in the repository by end of each strategy year.                                                                                                                                            | 100%          | 0.5           |         |          |       |       |     |      |      |        |           |         |          |          |
| At least 1 key update is highlighted weekly on the website to amplify ongoing social media posts/events/announcements.                                                                                                                         | 52            | -             |         |          |       |       |     |      |      |        |           |         |          |          |
| 100% operational Project/Programme facts and figures available per county.                                                                                                                                                                     | 100%          | 2             |         |          |       |       |     |      |      |        |           |         |          |          |
| 10% incremental increase in website traffic within each strategic year.                                                                                                                                                                        | 10%           | 3             |         |          |       |       |     |      |      |        |           |         |          |          |
| 1 annual social media content calendar developed and applied.                                                                                                                                                                                  | 1             | 0.2           |         |          |       |       |     |      |      |        |           |         |          |          |
| Minimum of 20 posts per month across the State Department's platforms.                                                                                                                                                                         | 240           | -             |         |          |       |       |     |      |      |        |           |         |          |          |
| Minimum of 10000 followers per social media page in the first year and increment of 5000 per year.                                                                                                                                             | 10,000        | 6             |         |          |       |       |     |      |      |        |           |         |          |          |
| Monthly social media analytics reports produced to inform improvements in content and engagement strategies.                                                                                                                                   | 12            | 0.5           |         |          |       |       |     |      |      |        |           |         |          |          |
| 100% of the State Department's platforms aligned with corporate branding and messaging guidelines.                                                                                                                                             | 100%          | 2             |         |          |       |       |     |      |      |        |           |         |          |          |
| 1 database of journalists created and updated quarterly.                                                                                                                                                                                       | 1             | -             |         |          |       |       |     |      |      |        |           |         |          |          |
| Bi-Quarterly media briefings, press releases and interviews                                                                                                                                                                                    | 8             | 4             |         |          |       |       |     |      |      |        |           |         |          |          |



| KRA 1: Strengthened Corporate Communication                                                                                                                                                                                                    |               |               |         |          |       |       |     |      |      |        |           |         |          |          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|---------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|
| <b>Overall Strategy:</b> To develop a comprehensive corporate communication framework that strengthens the State Department's institutional identity and ensures consistent, data-driven, audience-centred communication across all platforms. |               |               |         |          |       |       |     |      |      |        |           |         |          |          |
| <b>Strategic Goal:</b> The State Department's mandate, achievements and role in Kenya's irrigation agenda is clearly and strategically communicated.                                                                                           |               |               |         |          |       |       |     |      |      |        |           |         |          |          |
| <b>Strategic Outcome:</b> By 2030, the State Department achieves at least 90% of its national visibility output goals across digital platforms, mainstream media, and public events.                                                           |               |               |         |          |       |       |     |      |      |        |           |         |          |          |
| Output Indicators                                                                                                                                                                                                                              | Year 1 Target | Year 1 Budget | January | February | March | April | May | June | July | August | September | October | November | December |
| 2 capacity-building trainings conducted per year, for each public communication staff.                                                                                                                                                         | 24            | 2.5           |         |          |       |       |     |      |      |        |           |         |          |          |
| Provision of cameras, tripods, gimbals, microphones, field internet access, office phones, laptops, back up hard drives, editing suite, streaming equipment etc.                                                                               | 1             | 5             |         |          |       |       |     |      |      |        |           |         |          |          |
| 1 National Irrigation Week held each year.                                                                                                                                                                                                     | 1             | 20            |         |          |       |       |     |      |      |        |           |         |          |          |
| 1 National Irrigation Week post-event report produced and shared with stakeholders each year.                                                                                                                                                  | 1             | 3             |         |          |       |       |     |      |      |        |           |         |          |          |
| The State Department exhibits and takes key speaker roles in at least 8 key conferences/expos/shows per year.                                                                                                                                  | 8             | 12            |         |          |       |       |     |      |      |        |           |         |          |          |
| Minimum of 5,000 IEC copies (print or digital) distributed per year.                                                                                                                                                                           | 5,000         | 3             |         |          |       |       |     |      |      |        |           |         |          |          |
| At least 2 farmer-focused digital content pieces published every month.                                                                                                                                                                        | 12            | 5             |         |          |       |       |     |      |      |        |           |         |          |          |
| At least 1 inter-agency communication meeting per quarter held with relevant MDAs.                                                                                                                                                             | 4             | 1             |         |          |       |       |     |      |      |        |           |         |          |          |
| At least 1 joint sector wide campaign implemented with MDAs annually.                                                                                                                                                                          | 1             | 7             |         |          |       |       |     |      |      |        |           |         |          |          |



**KRA 2: Streamlined Internal Communication**

**Overall Strategy:** To develop and institutionalize internal collaboration workflows that support inter-departmental collaboration for corporate communication.

**Strategic Goal:** The State Department directorates collaborate effectively, enabling timely, streamlined and optimized consolidation of corporate communication products.

**Strategic Outcome:** By 2030, 100% of communication products are produced through the State Department's streamlined internal coordination framework.

| Output Indicators                                                                                   | Year 1 Target | Year 1 Budget | January | February | March | April | May | June | July | August | September | October | November | December |
|-----------------------------------------------------------------------------------------------------|---------------|---------------|---------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|
| 1 communication policy adapted, approved and disseminated.                                          | 1             | 5             |         |          |       |       |     |      |      |        |           |         |          |          |
| 1 comprehensive annual content calendar developed and approved and implemented.                     | 1             | 0.5           |         |          |       |       |     |      |      |        |           |         |          |          |
| Quarterly reviews conducted to update and refine the content calendar based on emerging priorities. | 4             | 0.2           |         |          |       |       |     |      |      |        |           |         |          |          |
| 100% of directorates contributing to planned activities and milestones to the content calendar.     | 100%          | -             |         |          |       |       |     |      |      |        |           |         |          |          |
| Minimum of 80% of planned content produced and published according to the calendar timelines.       | 80%           | -             |         |          |       |       |     |      |      |        |           |         |          |          |

**KRA 3: Improved Development Partner Communication**

**Overall Strategy:** To develop a communication plan that ensures consistent Development Partner visibility through strategic profiling of Development Partner-supported programmes.

**Strategic Goal:** Development Partner collaborations are sufficiently communicated for stronger Development Partner visibility, and positioning of the State Department for new and expanded investment.

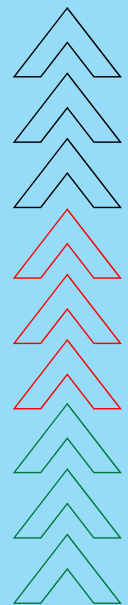
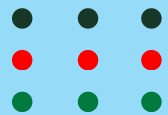
**Strategic Outcome:** By 2030, at least 90% of Development Partner express satisfaction with the State Department's communication about their strategic partnerships.

| Output Indicators                                                     | Year 1 Target | Year 1 Budget | January | February | March | April | May | June | July | August | September | October | November | December |
|-----------------------------------------------------------------------|---------------|---------------|---------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|
| 4 Development Partner newsletters produced and disseminated per year. | 4             | 1             |         |          |       |       |     |      |      |        |           |         |          |          |
| 1 Development Partner roundtable meeting per year convened.           | 1             | 2             |         |          |       |       |     |      |      |        |           |         |          |          |
| 1 Annual Report developed per year.                                   | 1             | 0.2           |         |          |       |       |     |      |      |        |           |         |          |          |



| <b>KRA 4: EffectiveProject/Programme Communication</b>                                                                                                                                                                                |               |               |         |          |       |       |     |      |      |        |           |         |          |          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|---------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|
| <b>Overall Strategy:</b> To develop and implement comprehensive project-cycle communication plans                                                                                                                                     |               |               |         |          |       |       |     |      |      |        |           |         |          |          |
| <b>Strategic Goal:</b> The State Department projects/programmes are effectively publicized to increase visibility of achievements, deepen public participation and increase awareness of irrigation services, especially among youth. |               |               |         |          |       |       |     |      |      |        |           |         |          |          |
| <b>Strategic Outcome:</b> By 2030, at least 70% of the State Department's communication content is farmer-centred and youth-centred, successfully promoting awareness and uptake of irrigation services.                              |               |               |         |          |       |       |     |      |      |        |           |         |          |          |
| Output Indicators                                                                                                                                                                                                                     | Year 1 Target | Year 1 Budget | January | February | March | April | May | June | July | August | September | October | November | December |
| Annual projectcycle communication planco-created with all directorates.                                                                                                                                                               | 1             | 1             |         |          |       |       |     |      |      |        |           |         |          |          |
| At least 4 media field visits per year conducted.                                                                                                                                                                                     | 4             | 16            |         |          |       |       |     |      |      |        |           |         |          |          |
| At least 12 media stories per year generated from visits.                                                                                                                                                                             | 12            | -             |         |          |       |       |     |      |      |        |           |         |          |          |
| Minimum of 24 stories per year from diverse projects/ programmes and regions.                                                                                                                                                         | 24            | 2             |         |          |       |       |     |      |      |        |           |         |          |          |
| Feedback channels shared on 100% of all communication products and platforms.                                                                                                                                                         | 100%          | -             |         |          |       |       |     |      |      |        |           |         |          |          |
| <b>KRA5: Strengthened Reputation Management and Crisis Communication</b>                                                                                                                                                              |               |               |         |          |       |       |     |      |      |        |           |         |          |          |
| <b>Overall Strategy:</b> To develop and activate a structured crisis communication framework to safeguard the StateDepartment's reputation andpublictrust.                                                                            |               |               |         |          |       |       |     |      |      |        |           |         |          |          |
| <b>Strategic Goal:</b> The State Department monitors and responds to misinformation and disinformation in a timely and comprehensive manner,therefore protecting its corporate brand.                                                 |               |               |         |          |       |       |     |      |      |        |           |         |          |          |
| <b>Strategic Outcome:</b> By2 030,90%of misinformation related to the State Department is addressed, preventing escalation and crisis.                                                                                                |               |               |         |          |       |       |     |      |      |        |           |         |          |          |
| Output Indicators                                                                                                                                                                                                                     | Year 1 Target | Year 1 Budget | January | February | March | April | May | June | July | August | September | October | November | December |
| 1 Rapid Response Protocol developed, approved, and disseminated internally.                                                                                                                                                           | 1             | 3             |         |          |       |       |     |      |      |        |           |         |          |          |
| 1 Centralized complaints and feedback mechanism developed.                                                                                                                                                                            | 1             | 1.5           |         |          |       |       |     |      |      |        |           |         |          |          |
| Weekly media monitoring report produced.                                                                                                                                                                                              | 52            | 3             |         |          |       |       |     |      |      |        |           |         |          |          |
| 90% of misinformation incidents are addressed as per the developed protocol.                                                                                                                                                          | 90%           | 0.3           |         |          |       |       |     |      |      |        |           |         |          |          |
| FAQ updated monthly with responses to key misinformation items.                                                                                                                                                                       | 12            | -             |         |          |       |       |     |      |      |        |           |         |          |          |
| <b>TOTAL BUDGET (KES, MILLIONS)</b>                                                                                                                                                                                                   |               | <b>117.40</b> |         |          |       |       |     |      |      |        |           |         |          |          |





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