National Legal Aid Service
Haki na usawa kwa wote

NATIONAL LEGAL AID SERVICE (NLAS)

COMMUNICATION, MEDIA AND PUBLIC RELATIONS STRATEGY

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Acronyms and Abbreviations

AG	Attorney General
DoJ	Department of Justice
GoK	Government of Kenya
ICT	Information, Communication and Technology
IEC	Information, Education and Communication
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
NLAS	National Legal Aid Service
PLEAD	Programme for Legal Empowerment and Aid Delivery
PR	Public Relations
SWOT	Strengths, Weaknesses, Opportunities and Threats

Definition of key terms

Audience	A group of people for which a communication message is aimed at reaching.
Authorised person	Individual(s) authorised to take any action or decision on behalf of NLAS.
Channels of communication	Mediums through which NLAS shall use to reach the target audience, public and stakeholders.
Crisis Communication	Type of communication intended to minimize the impact of a crisis situation that may affect NLAS reputation
Communication Policy	The systematic principles to guide decisions and the communication processes undertaken by NLAS
External Communication	Exchange of information with NLAS external stakeholders, public and media
Internal Communication	Processes undertaken to exchange information with NLAS internal stakeholders
Legal Aid	Giving legal assistance to those who cannot afford to pay for legal services
Media personnel	Person who work in the media. Used interchangeably with 'journalist'.
Public Relations	Deliberate efforts to maintain and enhance favorable public image of NLAS
Risk communication	Process of releasing real-time information to people who are at risk of a situation or facing a threat which is of legal nature
Stakeholder	Any person affected or has an interest in the services offered by NLAS
Spokesperson	An individual authorised to speak on behalf of NLAS

Executive summary

This Communication, Media and Public Relations Strategy is intended to help the National Legal Aid Service (NLAS) to deliver its mandate by enhancing its visibility and communications approaches in a better organized and professional manner. Through proper implementation, the strategy will lead to a well-informed staff about NLAS strategic direction; improved media relations and sustained press coverage both on mainstream and digital media; increased NLAS visibility among the stakeholders; enhanced reputation and public awareness about NLAS services and continuous stakeholder engagement through appropriate communication channels.

Chapter One of the strategy provides a contextual understanding on why NLAS needs the Communication, Media and Public Relations Strategic as part of its 2023-2027 Strategic Plan, the background of the state agency, its functions and mandate as well as setting the objectives for the strategy.

Chapter Two has a detailed presentation of the Situation Analysis that established the communication gaps that has been existing at NLAS. The analysis breaks down to SWOT and stakeholder analysis which is key in determining the kind of communication processes the agency should engage in to satisfy all stakeholder information needs.

Chapter Three provides the Communication Policy which outlines the principles, rules, guidelines and practices that NLAS will embrace for effective implementation of the Communication, Media and Public Relations Strategy.

The Communication, Media and Public Relations Strategic Approach and Roadmap as presented in Chapter Four has all the key focus areas intended to be covered during implementation including internal and external communication strategies, media engagement strategies, public relations strategies, branding and identity development, digital communication strategies, content plan and sharing, crisis communication and messaging strategies.

Chapter Five provides the strategy implementation framework which involves putting all the discussed strategies into action. It provides what should be done to achieve all the communication objectives as well as the Key Performance Indicators to assess the performance. In the final Chapter Six, the strategy presents the monitoring and evaluation measures to help NLAS continuously adjust its communication to suit the prevailing circumstances.

CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1: Introduction

The Constitution of Kenya (2010) provides access to justice as a fundamental right for all persons irrespective of their status in the society. However, access to justice has been hindered by among other things poverty, illiteracy, accessibility and marginalization. To address the inequality in access to justice, the Government of Kenya enacted the Legal Aid Act 2016 which established the National Legal Aid Service (NLAS) as a state corporation to provide free legal services to the underprivileged members of the society.

1.2: Background of NLAS

The National Legal Aid Service (NLAS) is a state agency established under the Legal Aid Act 2016, Laws of Kenya. It is mandated to among other functions facilitate and provide legal aid services to the indigent, vulnerable and marginalized persons.

NLAS is governed by a Board comprising of representatives from both State and non-state actors and a Secretariat headed by a Chief Executive Officer. The Board and the Secretariat are mandated to establish and administer a national legal aid scheme that is affordable, accessible, sustainable, credible, appropriate, accountable, transparent and efficient.

Section 5 of the Legal Aid Act 2016 mandates the agency to:

(a) Provide legal aid services to indigent, marginalized, and vulnerable persons;

(b) Establish a legal aid scheme to assist the indigent to access legal aid;

(c) Promote legal literacy and legal awareness;

(d) Support community legal services by funding justice advisory centers, education, and research; and

(e) Promote the use of alternative dispute resolution methods that enhance access to justice.

1.3: Purpose and overview of the Communication, Media and Public Relations Strategy

NLAS operates in a dynamic environment where it is supposed to offer free legal aid services to the indigent, marginalized, and vulnerable persons across Kenya. This requires a strategic communication and public relations framework that not only increases its visibility but also to reach out to potential clients who are in need of legal assistance.

With the evolving faces of communication, NLAS need to be in the forefront in keeping the stakeholders informed about its mandate and operations, protect its integrity from possible reputational risks, and enhance its accountability by complying with the constitutional provisions on the right to access information.

This communication, media and public relations strategy provides guidelines on the standard, context, quality and means of communication that NLAS will adopt in engaging with its stakeholders including staff, internal stakeholders, external stakeholders, media and the general public. The implementation will position NLAS as the top state agency in provision of legal aid in accordance with the Legal Aid Act 2016, meet expectation of the stakeholders and align its communication actions with the NLAS Strategic Plan 2023-2027. Specifically, the strategy is envisioned to:

(a) Enhance key stakeholders' relationship and satisfaction by addressing their concerns through structured communication using multi-media approach

(b) Rebrand NLAS in order to position it as the top state agency in provision of legal aid in accordance with the Legal Aid Act 2016

(c) Create a framework for engaging with external stakeholders including the media and to device strategies for tailored communication that address needs of specific stakeholders.

(d) Build support among policy and decision makers in government and donor partners through enhanced understanding of NLAS operations

(e) Produce periodic targeted publicity materials for promoting and strengthening the NLAS brand

1.4: Objectives of the Communication, Media and Public Relations Strategy

The main objective of this strategy is to support NLAS to enhance its visibility and communications approaches in a better organized and professional manner in order to be present in the media and use up to date public relations approaches to promote its work.

The specific objective of this strategy include the following:

(a) Provide guidelines for NLAS on how to use conventional and social media tools to communicate through the media its mandate, functions and work and be able to relate with the media in compliance with acceptable public relations principles and guidelines.

(b) To enhance NLAS image, identity and independence by improving how it works and engages with the media, stakeholders in the justice sector and the public as part of its visibility and communications focus.

(c) To develop and implement communication and visibility materials for NLAS to support the NLAS Strategic Plan (2023-2027).

(d) To create awareness about NLAS mandate and visibility of its work nationally, regionally and internationally.

(e) To provide NLAS Board, Management and Staff with a framework detailing which communication approaches and tools are appropriate for engaging with stakeholders and to build their capacity on communication and public relations strategies and skills.

(f) To identify the actions required for effective implementation of the strategy including budgets, costings and required personnel

1.5: Rationale for the Communication, Media and Public Relations Strategy

NLAS recognizes the central role of communication in the realization of its mandate, vision and mission. This strategy will be key in the realization of NLAS Strategic Plan (2023-2027) and specifically help achieve its efforts to:

(a) Deliver unified and appropriate messages

(b) Engage with stakeholders using appropriate channels

(c) Position NLAS as top government agency in offering free legal aid

1.6: Process of developing the strategy

In developing the NLAS Communication, Media and Public Relations Strategy, the consultant adopted a participatory approach involving all the key stakeholders including NLAS staff, legal partners, clients, media practitioners, court users and the general public. The participatory approach led to the development of communication policy, communication messages, media engagement strategies, internal and external public relations strategies.

The first step was to draft the inception report which provided a road map and work plan for developing this strategy. This was followed with an intensive review of NLAS communication processes to identify the gaps and the state agency's communication needs. There was also a review of literature materials to understand NLAS management structure and previous reports on its operations. In addition, the consultant carried out a comparative analysis of existing communication strategies for state and non-state organizations with similar mandate of

providing legal services to come up with a harmonized and up-to-date communication, media and public relations strategy.

The next step involved primary data collection from both internal and external stakeholders through structures questionnaires, face-to-face interviews and focus group discussions. This was aimed at gathering information on the levels of awareness about NLAS, type of messages needed by stakeholders, frequency of communication, channels of communication and modes of engagement. Data collected from both primary and secondary sources were subjected to a SWOT analysis to interrogate NLAS' Strengths, Weaknesses, Opportunities, and Threats that affects its communications processes.

The final step entailed developing an implementation framework to correspond with NLAS strategic plan and which takes cognizance of the evolving nature of communication that requires constant monitoring and evaluation to come up with corresponding mitigations. It is envisioned that the implementation will be a continuous process and will take budgetary consideration in producing the intended communication and visibility materials.

CHAPTER TWO: SITUATION ANALYSIS

2.1: Introduction

The situation analysis was conducted as part of developing the NLAS Communication, Media and Public Relations Strategy. This was done to gain a comprehensive understanding of the current realities, perceptions and challenges facing the agency's communication processes. It was also aimed at gathering comprehensive data that informed the making of the communication policy and the specific communication interventions to enhance NLAS visibility in accordance with the established objectives.

2.2: Methodology

The situation analysis had multiple goals, including assessing perceptions, knowledge, practices, and challenges related to NLAS communication and visibility practices. It was done through primary and secondary data collection methods. A total of 150 questionnaires were used to collect information from a sample frame comprising of NLAS internal staff, lawyers, court users (some accused persons and their relatives), NLAS clients, other members of the public and journalists. The survey also reviewed literature on NLAS past reports and available information materials including the website and social media accounts.

2.3: Communication situation at NLAS and perception findings

Based on the findings from the data analysis, the following summarised communication issues emerged:

(a) **Internal communication:** NLAS staff are fairly satisfied with the internal communication processes. There are however no clear internal communication procedures to guide effective internal communication. The staff prefer emails, meetings and WhatsApp as means for internal communication.

(b) **Communication policy:** There are no guidelines to direct how NLAS communicates with both internal and external stakeholders. It is recommended that NLAS enforce the communication policy to address the challenges.

(c) **Media presence:** NLAS is completely not present in mainstream media. Journalists intervened said they have never covered any activities by NLAS and they do not know its mandate or functions to enable them adequately cover the agency. To address this, NLAS must create partnership with the media and frequently contact and update journalists on their activities.

(d) **Online presence:** The NLAS Website is not interactive, lacks relevant and sufficient information and was poorly designed. The social media handles were outdated lacked identity (This has however been corrected by pulling down the old social media

accounts and creating new ones). Constant and sustained posting on social media should be encouraged while the website should undergo a complete change.

(e) **Communication department:** There is no established communication department or a communication officer to be in charge of NLAS communication activities. As a result, there is no clear structure on how the communication function works within the institution. Subject to availability of funds, it is recommended that NLAS establish a communication department and engage qualified staff as envisioned in the strategy.

(f) **Awareness and visibility level:** The levels of awareness about NLAS and its activities is very low among members of the public. Lack of IEC materials also hampers NLAS visibility. More IEC and visibility materials should be produced and displayed at strategic positions.

(g) **Messaging:** Published information on NLAS were clear, concise and relevant. However, there are limited materials that does not adequately market the agency. There should be regular messages sent to stakeholders at specified intervals to keep information flowing.

(h) **Public sensitization:** NLAS has continuously engaged in community sensitization meetings and outreach programmes even in prisons. There is willingness by the staff to continue engaging in such activities to market and enhance NLAS visibility.

(i) **Channels of communication:** Different stakeholders prefer certain channels as opposed to others. To satisfy all communication needs, NLAS shall adopt multiple communication channels as provided in the strategy.

(j) **Fragmented communication:** There is no harmony and uniformity in the way NLAS does its communication. Moving forward, the communication processes must be well coordinated and supervised by a team leader.

2.4: SWOT Analysis

The findings were subjected to extensive analysis which informed the Strengths, Weaknesses, Opportunities and Threats (SWOT) faced by NLAS in its communication and public relations activities. The SWOT analysis as captured in the following table informed some of the recommendation in this strategy especially on how NLAS will improve on its strengths, take advantage of the opportunities, mitigate against the weaknesses and device ways to overcome the threats.

Table 1: SWOT analysis

Issue	Status	Recommendations
Strengths	Dedicated staff and supportive board and management	-Continue empowering the staff with relevant information to help them in execution of their duties. Also enhance internal communication -Enhance the internal communication strategies
	Support from donors (European Union through the Programme for Legal Empowerment and Aid Delivery – PLEAD)	Constant update to the donors with progress reports, challenges encountered and areas that need additional support
	Government support through the Office of the Attorney General and Department of Justice	-Continue with the cooperation and sharing of ideas to enhance NLAS operations -Enhance stakeholder engagement frameworks
	Legislative frameworks to give effect to Legal Aid provision e.g the Legal Aid Act 2016	Take advantage of the existing legislative framework to expand to other counties and regions in Kenya.
	Public goodwill to consume NLAS services	Enhance publicity and visibility of NLAS to enable more vulnerable groups access the services
Weaknesses	Lack of established communication department	Establish the communication department and hire experienced communication/media professional to take charge of the affairs
	Lack of media presence, both mainstream and digital media	Create media partnerships and continuous sharing of relevant information to the media and news tips
	Limited awareness, visibility and knowledge about NLAS and its activities	-Encourage stakeholder engagements forums -Production of publicity materials to be strategically displayed
	Inadequate communication and ICT infrastructure to aid both internal and external communication	-Activate official NLAS e-mail addresses and intranet systems -Strong online and media presence
	Lack of communication materials to publicise NLAS	Production of publicity materials to be strategically displayed at various points

Opportunities	Collaboration and creating more linkages with other state and non-state actors	-Enhance two-way communication for collaborations -Undertake benchmarking schemes to learn best practices from the other agencies
	Increased public demand for NLAS services	Increase the accessibility of NLAS services and outreach programmes like legal aid clinics
	Use of emerging technologies to publicise NLAS	Invest in the latest technologies and do away with obsolete communication methods
	Expansion of NLAS activities beyond the 12 Focal Counties	Solicit for funds to open permanent offices in other regions as well as employing more staff
	Having the communication strategy as part of the NLAS Strategic Plan	Embrace the communication guidelines as provided in this strategy and ensure proper implementation.
Threats	Limited public knowledge/awareness on NLAS mandate	Create more public engagement forums to empower the communities with legal knowledge and services offered at NLAS
	Inadequate financial resources to effectively carry out activities	-Solicit for fund through budgetary allocation and donor support -Prudent utilization of available resources
	Possible damage to reputation and bad publicity	Establish a crisis communication team and continuously monitor media coverage for quick action
	Global technological changes for example the evolution of Artificial Intelligence	-Always keep tabs with changing technology and embrace what works best for NLAS -Invest in the latest technologies
	Political threats and politicization of NLAS activities	-Enhance awareness of NLAS activities to deter political interference -Collaborate with some politicians to organize legal aid clinics

2.5: Stakeholder analysis and classification

Stakeholders are individuals, groups and organizations whose interests may be positively or negatively affected as a result of NLAS activities. It is important to identify and categorize the stakeholders to aid in effective implementation of the NLAS Communication, Media and Public Relations Strategy. The following table presents analysis of the stakeholders and proposed strategy for communication engagement.

Table 2: Stakeholder analysis and classification

Category	Sub-categories	Strategy for communication engagement
Primary Stakeholders	NLAS staff	-Use of intranet for two-way communication -Establish a common group communication platform like WhatsApp
	NLAS Clients	-Continuous engagements through meetings -Use digital tools and social media -Use of broadcast and print media
	Judiciary	-Embrace two-way communication and consultations -Direct calls and email correspondences
	Office of the Attorney General	Embrace email correspondences, meetings and phone calls
	Members of the Public	-Continuous engagements through meetings -Use digital tools and social media -Use of broadcast and print media
	Other government agencies like Prisons and Police Service	-Creation of awareness through key messages -Partnerships for regular legal aid clinics within the institutions
	Council of Legal Education	Continuous engagements through partnerships
	Para-legal Society of Kenya	Continuous engagements through partnerships

	Law Society of Kenya	Continuous engagements through partnerships
	Service providers and suppliers	Continuous engagements through partnerships
Secondary Stakeholders	Media	-Media sensitization meetings -Press releases and regular supply of relevant information
	Donor partners	Continuous engagements through partnerships
	Civil society groups	Continuous engagements through partnerships
	Community Based Organizations (CBO)	Continuous engagements through partnerships

CHAPTER THREE: NLAS COMMUNICATION POLICY

3.1: Introduction

This policy outlines the principles, rules, guidelines and practices that NLAS will embrace for effective implementation of the Communication, Media and Public Relations Strategy. It is founded on the strength of NLAS's mission of facilitating the provision of legal aid services to the indigent, vulnerable and marginalized persons which requires an open two-way communication process.

3.2: Policy Statement

NLAS shall at all times endeavour to provide its stakeholders with timely, accurate, clear, objective and complete information about its policies, programmes, services, and initiatives. To realize the state agency's communication goals, this policy gives effect to the NLAS Communication, Media and Public Relation Strategy which serves as a blueprint for good communication practices adopted by the agency to guide its engagement with stakeholders. NLAS shall provide the necessary communication infrastructure to ensure that information reaches its stakeholders using the most effective means.

3.3: Policy for internal and external communication

To maintain a good working relationship with both internal and external stakeholders in realization of its vision, mission and Strategic Plans; NLAS shall adopt the following communication policies:

(a) Ensure that all communication processes are effective and appropriate; and transmitted in a clear, uniform and easily understood language using the most appropriate channel of communication.

(b) The agency shall be transparent in its communication activities and endeavour to ensure that all information reaches the intended target stakeholders.

(c) As an institution that serves different kinds of stakeholders and clients, NLAS shall respect cultural diversity of all stakeholders in its communication.

(d) All NLAS communication activities shall be guided by best communication practices that upholds the agency's values and be guided by utmost integrity.

(e) All NLAS communication should be easy to understand and devoid of slang, obscene, offensive or discriminatory remarks, ethnic slurs, or sexist innuendoes.

(f) In case of a crisis situation, NLAS shall proactively update stakeholders of the issues at hand to manage the situation through coordinated response team as provided in the Communication, Media and Public Relations Strategy.

(g) The production of promotional, visibility, advertising and IEC materials shall at all times reflect the correct institutional name and logo and done using best practices which reflect NLAS' vision and mandate.

(h) Due to the confidential nature of some activities and functions undertaken by NLAS staff, not all information will be available to be shared and staff are encouraged to strike a balance between protecting confidential information and what need to be shared.

(i) NLAS leadership and Board members should at all times provide the staff with sufficient information they need to carry their duties effectively. Equally, the staff should at all times give information when required; actively participate in NLAS communication activities and address any issue within their scope of work.

(j) NLAS staff must not use the state agency's logos, trademark or official letterheads for personal reasons other than for official communication with other stakeholders.

(k) NLAS messages and channels for deliveries must be tailored for the specific target stakeholders while considering the needs for cultural acceptability, literacy levels and gender sensitive.

3.4: Authorized Spokespersons

The authorised spokespersons mandated to issue official statements on behalf of NLAS shall be:

(a) The Chief Executive Officer, NLAS

(b) The Board Chairman, NLAS

(c) The Attorney General of the Republic of Kenya

(d) The manager/director of communication, NLAS

(e) Any person with direct authorisation from the CE

3.5: NLAS Communication, Media and Public Relations Hub (Communication Department)

For effective implementation of the Communication, Media and Public Relations Strategy, there shall be established a Communication Department known as NLAS Communication Hub to coordinate all communication activities. Staff to the communication hub shall be recruited by

the NLAS Board in accordance with recommendations from the Public Service Commission and subject to availability of funds for remuneration.

3.5.1: Composition of the Hub

(a) Communications Director/Manager

(b) Communications, Media and Public Relations Officer

(c) Social Media Lead

(d) Photographer/Videographer

(e) Graphic designer

3.5.2: Functions of the NLAS Communication Hub Centre

The Communication Hub shall be in charge of the day-to-day management of NLAS communication and public relations activities. The functions shall include:

(a) Internal Communication

(b) Public relations and external communication

(c) Media Relations

(d) Digital/social media communication

(e) Website management

(f) Documentation of NLAS activities

(g) Events management

3.6: Official channels of communication

To effectively deliver the desired communication messages, the proposed communication channels are clustered into two categories on the basis of the role they play in helping NLAS achieve its objectives and further aligned to the target stakeholders as illustrated in the table below:

Table 3: Official channels of communication

Category	Channel		Target Stakeholders
Primary	Emails and memos		Staff, donors, judiciary and other key stakeholders
	Intranet		Staff, Board members
	Phones and SMS		Clients
	WhatsApp groups		Staff, Board members
	Meetings (In-person and virtual)		Members of the public, donors, state and non-state partners
	NLAS Website		All stakeholders
	Social media handles	Facebook	All stakeholders
		X (Twitter)	
		Instagram	
		LinkedIn	
Secondary	Mainstream Media	Newspapers	All stakeholders
		Television	
		Radio	
	IEC Materials	Posters	All stakeholders
		Brochures	
		Magazines	
		Flyers	

3.7: Social media policy

The policy provides that:

(a) Only authorised staff shall be allowed to post on behalf of NLAS on the official social media pages

(b) NLAS staff must be conscious when posting comments relating to their official functions to avoid mixing personal views and official statements

(c) All social media posts should always reflect the values and mission of NLAS

(d) When not sure of what to post on social media, do not post it

(e) Only authorised persons should respond to online queries and inquiries

(f) Social media admins must have respect for other social media users and should act in the best interest of NLAS

(g) NLAS staff and social media managers must avoid making or responding to any derogatory, defamatory or offensive statements posted on official social media pages.

CHAPTER FOUR: COMMUNICATION, MEDIA AND PUBLIC RELATIONS STRATEGIC APPROACH AND ROADMAP

4.1: Introduction

The Communication, Media and Public Relations strategic approach and roadmap is envisioned to aid NLAS deliver its mandate through actualization of its vision, mission, goals and Strategic Plan (2023-2027). With proper implementation, this strategic approach and roadmap to NLAS communication activities will lead to:

(a) Enlightened and well informed staff about NLAS strategic direction

(b) Improved media relations and sustained press coverage both on mainstream and digital media

(c) Increased NLAS visibility among the stakeholders

(d) Enhanced reputation and public awareness about NLAS, its mandate and activities

(e) Continuous stakeholder engagement through appropriate communication channels

(f) Tailored communication and messages to meet the needs of both internal and external stakeholders

4.2: Strategy Principles

In addition to the NLAS Communication Policy provided in Chapter Three, the strategic approach and roadmap will be guided by the following principles:

(a) Quality: All NLAS communication and PR activities will be of high standards and in conformity with the communication channel

(b) Responsibility: Persons authorised to manage NLAS communication and PR activities shall take full responsibility for any information shared with stakeholders.

(c) Compliance: NLAS communication shall respect the privacy of others and done in compliance with all communication legal frameworks, including the Data Protection Act

(d) Brand identity: All communication and PR activities shall adhere to the NLAS brand identity and have a unified format that enhance the organization's visibility.

(e) Relevance: Information shared to stakeholders including the media must be relevant to their needs. In case of public or media inquiry, an appropriate response must be given by the authorised person.

(f) Clarity and timeliness: All NLAS communication shall be clear, accurate, timely, concise and consistent in the provided messaging format

4.3: Strategy Focus Areas

The overall objective of this strategy is to enhance NLAS visibility and communications approaches in a better organized and professional manner in order to be present in the media and use up to date public relations approaches to promote its work. To achieve this based on the situation analysis of NLAS communication and PR activities, the strategy will focus on the following areas.

(a) Internal Communication Strategies

(b) External Communication Strategies

(c) Media engagement strategies

(d) Public Relations Strategies

(e) NLAS branding and identity development

(f) Digital Communication Strategies

(g) Crisis and risk communication

(h) Messaging strategies

4.4: Internal Communication Strategies

Internal stakeholders that include NLAS staff and Board members are key in helping the state agency achieve its mission, vision and goals as envisioned in the Strategic Plan. The success of NLAS in achieving its mandate majorly depends on its internal stakeholders who must be empowered through communication and information flow to enable them carry out their duties.

The following table sets out the strategies to be used in communicating with internal stakeholders, how to achieve it and channels of communication to be used.

Table 4: Internal Communication Strategies

Strategies	How to do it	Channel
Set objectives and purpose of communicating to staff	List in points what you want to achieve for example if the communication is intended to motivate the staff or ask them to do some assignments	Meetings, Intranet and group channels, Emails
Conduct staff engagement surveys	Periodically ask the staff their opinions and satisfaction levels as well as the performance ratings	Survey questionnaires
Periodic staff meetings and CEO briefs of status of the organization	Staff feel valued when they are constantly engaged by the management. Schedule one-on-one or group meetings for briefings on the agency's progress	In-person meetings, video conferencing, online meetings
Fluid, two-way communication to encourage feedback	-Allow staff to give their views and opinions on major issues and take their feedback seriously -Use clear and concise message	Meetings, Intranet and group channels, Emails, Staff portals
Have a communication policy guide and standards of procedure	-Develop communication guide for managers and department heads -Make all staff aware of the communication policy as provided in this strategy	A communication policy handbook
Develop employee brand recognition manual	Give employee branded merchandise including dresses, t-shirts, shirts/blouses, caps, carrier bags etc	NLAS branded merchandise, team building and seminars
Develop and publish periodic internal newsletters	Document activities undertaken by NLAS, any new development within the organization	Magazines and newsletters
Create clear channels of communication and make all staff aware of it	Develop an internal communication portal to include a digital bulletin board	E-mails, notice boards, memo, WhatsApp,

4.5: External Communication Strategies

External stakeholders, just like the internal stakeholders, are very key to NLAS success given that they are the consumers of services offered by the state agency. For effective engagement with external stakeholders, the following table spell out the communication issues affecting the specific groups, strategies to address the issues and the communication channels/methods to be used.

Table 5: External Communication Strategies

Stakeholder Category	Communication Issues	Strategies	Channels
Clients (Existing and potential)/members of the public	-External communication procedures to guide engagements -Insufficient information about NLAS and its services - Inadequate publicity materials that hampers NLAS visibility -Use of ambiguous words and legal terms -Two-way communication platform to receive feedback -Understanding of cultural and demographic diversities - Misconception about NLAS mandate and understanding of its operation -Ignorance among vulnerable communities about their legal rights	-Have public engagement forums for legal education and awareness -Hold an annual communication campaign month -Simplify key messages to make the clients/public understand - Create avenues for feedback and address any concerns promptly - Regular update on website and social media for sufficient information flow -Have crisis communication team in place to respond to any misconceptions - Plan all communication activities by defining the purpose, frequency, mode, and content	-Media -Website and social media -Sensitization meetings -IEC materials -Road shows
Government	-Awareness messages to	-Embrace regular two-way	-Stakeholder

Partners in justice sector (Judiciary, OAG, ODPP, Prisons, Police, Children Services)	enable joint partnerships -Lack of visibility of NLAS in key functions -Misconception over overlapping NLAS mandate vis-à-vis those of other government agencies - Weak inter-government agencies communication and support	communication -Regular consultative meetings -Create partnerships - Adapt communication style and tone to suit different stakeholders - Produce sufficient informational materials like newsletters and annual reports to document NLAS work - Encourage sharing of learning ideas and transparency in all communication	forums -Personal meetings and briefings -Email correspondences -Website -Social media -Informational materials
Partners in Legal Sector (LSK, CLE, PSK, NGO, CSO, CBO, Donors)	-Irregular advocacy programmes and events that enhance NLAS partnership with stakeholders -Alignment of NLAS objectives to those of the partners - Low stakeholder utilization of NLAS website and social media platforms - Limited captured and packaged information for showcasing NLAS partnership with the organizations -Adaptation to changing circumstances, unexpected events and status of the different stakeholders.	-Provide context of communication for better understanding -Keep information flowing for better understanding of NLAS operations -Regular one-on-one communication engagements through meetings, seminars and events. - Produce sufficient informational materials like newsletters and annual reports to document NLAS work - Sharing information in advance and providing opportunities for feedback and	-Stakeholder forums -Personal meetings and briefings -Annual reports -Email correspondences -Website -Social media -Informational materials

		comments - Documentation and sharing of all stakeholder engagement	
Media	-Lack of understanding of NLAS and its mandate -Media partnership and connection with journalists	-Structured media partnerships and maintaining the trust -Periodic media conferences/briefs -Journalists' training -Package information and messages to suit specific media channel -Running media campaigns and advertisements -Regular media talk shows on radio and television -Regular opinion pieces in the newspaper	-Press releases -Media briefings -Documentary materials -Media shows -Paid and sponsored content -Website and social media
Universities and other Learning institutions	-Embedding legal aid within curriculum -Limited awareness about NLAS and related legal frameworks for legal aid -Advocacy to have student volunteers and interns helping NLAS	-College visits for student engagements -Distribution of NLAS informational materials to institutions -Partnering with institutions in some projects -Supply of Legal Aid Act to be taught as part of curriculum -Attending career days to offer guidance to students	-In-person meetings -Website -Social media -Media -Newsletters -IEC materials
Policy makers including opinion	-Lack of awareness of NLAS mandate within their areas of	-Enhance awareness of NLAS activities to deter political	-Media

leaders and politicians	jurisdiction -Inadequate sensitization to influence policy decisions - Although Kenya passed the Legal Aid Act, some policy makers and politicians are unaware of it	interference -Collaborate with some politicians to organize legal aid clinics in their areas - Align communication plans with NLAS objectives	-Personal meetings and briefings -Documented materials

4.6: Media engagement strategies

Media is a key partner and central to achieving NLAS vision and mission through public engagement and information sharing. Media planning shall entail both earned and bought media space to convey NLAS messages. Additionally, we will leverage on the online presence of the identified mainstream media houses which have websites and social media pages that they use to convey news and other information nationally and internationally.

Under earned media space, we will engage both regional media outlets and national media to air and report NLAS activities. The strategy on how we will engage the media to earn coverage is outlined in the subsequent section. On the bought media space, we will have a budget for advertisements and sponsored content with a staggered approach to have the advertisements run on a scheduled, different timeframes. The budget for advertising will be shared as a separate annexure.

4.6.1: Topography of identified media channels

Radio was identified by the stakeholders during situation analysis as the primary and most preferred channels of communication to receive information from and about NLAS. A list of regional/vernacular radio stations has been mapped to target the 12 Focal Counties as well as some national radio stations with countrywide listenership.

Other media channels of communication, both conventional and digital, with national and international reach have been categorized as secondary channels as illustrated in the following table:

Table 4: Topography of media channels

Category	Target County	Channel	Reach	Website
Radio	Nairobi	Radio Citizen	National	www.royalmedia.co.ke/brands/radio-citizen/
		Radio Jambo	National	https://radiojambo.co.ke/
		Radio Maisha	National	www.standardmedia.co.ke/radiomaisha/
		KBC Swahili and English Service	National	https://www.radiotaifa.kbc.co.ke/
	Mombasa	Sauti ya Pwani FM	Coast	https://sautiyapwanifm.com/
		Radio Rahma	Coast	https://radiorahma.co.ke/news/
		Bahari FM	Coast	www.royalmedia.co.ke/brands/bahari-fm/
	Kisumu	Radio Ramogi	Nyanza	https://citizen.digital/radio/ramogi-fm-10
		Lake Victoria FM	Nyanza	https://www.rlv.co.ke/
		Mayienga FM	Nyanza	https://radio.or.ke/kbc-mayienga-fm/
	Nakuru	Inooro FM	Central	www.royalmedia.co.ke/brands/inooro-fm/
		Radio Citizen	National	www.royalmedia.co.ke/brands/radio-citizen/
		Milele FM	National	https://milelefm.co.ke/
	Uasin Gishu	Chamgei FM	Rift Valley	www.citizen.digital/radio/chamgei-fm-12
		Kass FM	Rift Valley	https://www.kassfm.co.ke/
		Radio Citizen	National	www.royalmedia.co.ke/brands/radio-citizen/
	Wajir	Wajir	N.	www.wajircommunityradio.com

		Community Radio	Eastern	
		Star FM	N. Eastern	https://starfm.co.ke/
		KBC Radio	National	https://www.radiotaifa.kbc.co.ke/
	Mandera	Star FM	N. Eastern	https://starfm.co.ke/
		Angaaf Radio	N. Eastern	www.angaafradio.co.ke
		Radio Salaam FM	N. Eastern	https://salaamfm.co.ke/
	Lamu	Radio Rahma	Coast	https://radiorahma.co.ke/news/
		Bahari FM	Coast	www.royalmedia.co.ke/brands/bahari-fm/
		Sifa FM	Coast	https://sifafm.co.ke/
	Tana River	Sifa FM	Coast	https://sifafm.co.ke/
		TBS Radio	Coast	http://tbsmedia.org/
		Radio Amani	Coast	https://radioamani.co.ke/
	Garissa	Radio Salaam FM	N. Eastern	https://salaamfm.co.ke/
		Iftiin FM	N. Eastern	www.iftiinfm.co.ke
		Radio Rahma	N. Eastern	https://radiorahma.co.ke/news/
	Marsabit	Radio Jangwani FM	N. Eastern	www.radiojangwani.com
		Sifa FM	N. Eastern	https://sifafm.co.ke/
		Biftu FM	N.	www.biftufm.co.ke

			Eastern	
	Isiolo	Baliti FM	Eastern	www.balitifm.co.ke
		Radio Shahidi	Eastern	www.radioshahidi.co.ke
		Angaaf Radio	Eastern	www.angaafradio.co.ke
Newspaper	National	Daily Nation	National	https://nation.africa/kenya
		The Standard	National	https://www.standardmedia.co.ke/
		The Star	National	https://www.the-star.co.ke/
		People Daily	National	https://www.pd.co.ke/
		Business Daily	National	https://www.businessdailyafrica.com/
		Taifa Leo	National	https://taifaleo.nation.co.ke/
Television	National	Citizen TV	National	https://www.citizen.digital/
		NTV	National	https://ntvkenya.co.ke/
		KTN/KTN News	National	https://www.standardmedia.co.ke/ktnnews
		KBC TV	National	https://www.kbc.co.ke
		TV47	National	https://capemedia.africa/tv47/
		K24	National	https://www.k24tv.co.ke/
Digital	National	TUKO News	Online	https://www.tuko.co.ke/
		Kenyans.com	Online	https://www.kenyans.co.ke/
		Shahidi News	Online	https://shahidinews.co.ke/
		Daily Post	Online	https://www.kenyan-post.com/
		Mpasho News	Online	https://mpasho.co.ke/

4.6.2: Strategies to engage the media

To continue enhancing NLAS visibility, we will have a robust partnership with the media and regularly update them on major occurrences, news breaks and tips for continuous coverage. The following table illustrates the strategies to be undertaken:

Table 5: Media engagement strategies

Strategy	Purpose	Expected outcome
Creating a database of journalists and editors	-To create a relationship and be able to know which journalist/editor to approach when seeking coverage -For quick connection with the journalists when in need of coverage	-Good media relations and reputational management -Increased coverage and visibility of NLAS in the media
Media events (workshops, trainings, breakfast meetings)	-To enable journalists understand the mandate of NLAS and equip them with relevant information -Network with journalists and receive their feedback	-Better understanding of NLAS mandate by the media -Minimized distortion of facts or misreporting in the media
Periodic news conferences/press releases	-Keep the media abreast and to contextualize the information to be published in the media -Allow media to ask questions and opportunity to clarify issues	-Sustained media coverage throughout the year -Increased NLAS brand awareness and uniformity
Provision of timely and newsworthy story ideas/	Help the media get quick tips for breaking news stories	-Increased media mentions
Radio and TV talk shows	-Give NLAS staff and management opportunity to discuss topics and explain its mandate in a better way -Create awareness about NLAS and its operations	-Wider coverage of stakeholders -In-depth understanding of NLAS mandate -Increased demand for NLAS services
Media opinions	Help NLAS explain its mandate in a better way without distortion	-Enhanced NLAS brand reputation -In-depth understanding of NLAS mandate

4.6.3: Media buying and placement

As already identified in the bought media space, we will have a budget for advertisements with a staggered approach to have the advertisements run on a scheduled, different timeframes. The bought media space will be in two formats:

(a) Paid content and Advertorials

Will include all NLAS advertisements in the media which should be strategically placed on agreed pages in the newspapers or broadcast at agreed time in broadcast media to reach the targeted stakeholders.

(b) Sponsored content and partnerships

NLAS will periodically sponsor media content especially during specific days like the day to mark Legal Aid Day.

4.7: Public Relations Strategies

NLAS will continuously engage in Public Relations (PR) activities to promote the brand image, build trust with the stakeholders and maintain a good relationship with the clients and members of the public. It will involve all information sharing activities to build relationships and influence public perception about NLAS. For effective PR activities, the state agency will engage in the following focus areas as illustrated in the table:

Table 6: Public Relations strategies

Focus area	Strategies	Channels/method of communication
Corporate Social Responsibility (CSR)	-Visit vulnerable members of the society targeted by NLAS -Partner with other agencies to support or sponsor an initiative -Engage in philanthropy and donation exercises -Partner with learning institutions to give free lectures on legal aid -Participate in public interest activities like tree planting exercises	-In-person visits -Group participation in the activities
Events	-Plan events such as stakeholders briefing and employee	-Meetings

	appreciation forums annually at consistent time frames -Organize promotional events to promote NLAS brand and identity -Mark and celebrate special days like the National Legal Aid Day -Hold road shows and public awareness campaigns -Attend special days and have own stands like legal awareness week	-Road shows -Sensitization forums -Exhibitions -Conferences -Briefings
Employee relations	-Create a confidential mail as an avenue to get feedback from employees -Plan forums for new and existing employees to help them understand the company's vision and mission -Reward good work in the end year ceremonies	-Meetings, -Intranet and group channels, -Emails and Staff portals
Donors/Partners relations	-Inform the donors about the projects you are engaged in and invite their representatives to witness some of the projects -Invite the donors to send a representative in some of the events and appreciate them for the support -Consistent communication to update them of the projects -Make information easily accessible to the donors/partners to enable them follow progress -Always showcase the impact created and successes achieved through donors and partners support -Incorporate donors/partners logos in visibility materials	-Progress reports -Meetings -Media -Website and social media
Image and Reputation management	-Always display NLAS values, mission and vision prominently and in strategic locations -Maintain media (both mainstream and social media) presence -Monitor, track and address any negative publicity through	-Media -Website and social media -Sensitization meetings

	the provided crisis communication strategies -Give back to the community through CSR and legal aid clinics -Develop and maintain stakeholders' trusts and loyalty	-IEC materials -Road shows
Community relations	-Undertake community visits to donate Legal Aid booklets and materials -Participate in community events like clean ups -Collaborate with other partners for community outreach programmes to create legal awareness -Have an open door policy to welcome any person to NLAS offices and attend to their need -Collaborate with community role models/influencers to endorse NLAS work	-Media -Website and social media -Sensitization meetings -IEC materials -Road shows
Media relations	-Do not ignore the media and always respond to media queries -Build and maintain the media partnership -provide timely and newsworthy story ideas to the media -Include media in major activities or community visits to enable them document NLAS work -Other tactics as provided in media strategies	-Press brief/release -Media breakfast meetings -Media talk shows -Paid and sponsored content -Website and social media
Information, Education and Communication (IEC) Materials	-Design the materials in a captivating and attractive manner -The content and message must be informative and motivating to capture attentions -Have identical branding to showcase NLAS brand -Quote the donors and project financiers in all produced materials -Distribute the IEC materials in strategic places like bus stops, court rooms and police stations etc	-Branded merchandise -Flyers and leaflets -Magazines, booklets and brochures -Billboards -Posters and banners

4.8: NLAS branding and identity development

Branding is a powerful identity tool for any organization which should be clear to all the stakeholders. To maintain its brand as the leading government agency in provision of Legal Aid, NLAS shall use the correct logo and name as well as the right fonts and colours at all times to reflect the true identity to its stakeholders. These shall be guided by the following principles:

(a) NLAS logo shall be promoted and correctly displayed in clearly visible points in all the agency's offices and events throughout the country.

(b) NLAS brand identity will be projected in all its documents including correspondences with partners, presentations, media advertisements and all forms of publicity.

(c) NLAS corporate colours derived from the logo will be maintained in all publications, correspondences, promotional and publicity materials

(d) Use of NLAS logo and image must be used responsibly and monitored to ensure consistency

Table 7: NLAS brand and identity guidelines

Item	Strategies	Expected outcome
Logo	-Use the logo in all NLAS correspondences, official communications and on printed materials -Make the logo visible in all publications and branded merchandise	-Easy identification of NLAS brand -Increased visibility of NLAS brand
Brand image and identity	-Develop a brand style guide -Use staff to promote the brand image -Produce and distribute NLAS branded merchandise	-Enhanced NLAS corporate image -Positive brand awareness
Corporate colours	-Maintain the corporate colours in all publications -Same colours to in producing merchandise	-Easy recognition of NLAS brand
Brand culture	-Conduct periodic stakeholder satisfaction and brand survey -Have exit questions for stakeholders to give feedback	-Increased NLAS brand awareness -Enhanced stakeholder loyalty and trust

4.9: Digital Communication Strategies

NLAS is cognizant of the critical role of evolving technology and systems that continues to enrich communication and public relations activities. Since digital and social media is a two-way interactive platform that thrives on continued engagement with stakeholders, NLAS will use digital resources as a primary tool to pass information, communicate and enhance and its visibilities.

4.9.1: Official digital/social media channels

The following are the approved NLAS social media sites

Table 8: Official NLAS digital media channels

Channel	Account
Website	http://www.nlas.go.ke/
Facebook	https://www.facebook.com/NLASKENYA
X (Twitter)	https://twitter.com/NLASKENYA
Instagram	https://www.instagram.com/nlaskenya
LinkedIn	https://www.linkedin.com/company/nlas-kenya/

4.9.2: Content plan and sharing

A detailed social media posting guideline is included as annex 2. For content generation and sharing plan, the following table illustrates what to do

Table 9: Content plan and sharing

Channel	Content Generation	Action plan	Frequency
Website	-Use Clear Language that is easy to understand -Add visuals (photos and videos) -Include essential and relevant content that markets NLAS -Create scannable content that readers can grasp quickly -Encourage staff to write articles to be posted on the blogpost section	-Revamp and rebrand the website -Update content regularly -Increase stakeholder interactivity -Link website with other government agencies and partners -Make the website easy to navigate	At least once after every three months

Facebook	-Design weekly and daily key messages -Design high quality graphics and infographics on the key messages -Accompany content with quality pictures, video and infographics -Tell NLAS own stories by highlighting key activities, events and functions -Use content from other stakeholders that mention NLAS	-Post fresh text content, accompanied by relevant images or infographics -Have live Facebook feeds when having key events -Share content and blogposts from NLAS website -Boost page through promotional ads -Engage stakeholders by responding to feedback and enquiries	At least two posts per day
X (Twitter)	-Craft intriguing tweets -Research on recent happening, emerging issues and trends on the key thematic legal areas -Make page interactive by holding live interactive sessions/creating polls and questions	-Identify stakeholder twitter handles to be mentioned/tagged in tweets and discussions -Designing relevant hashtags for twitter posts and discussions -Retweet/repost popular posts -Engage social media influencers to grow audience	At least two posts per day
Instagram	-Script, shoot and edit quality videos of between 45seconds – 80seconds -Generate intriguing posts – on relevant themes and key messages	-Partner with staff to take short videos for making reels -Link page with other social media accounts	At least three posts per week
LinkedIn	-Have elaborate articles that share NLAS insights, perspectives and expertise -Use videos, images, slides and other graphics to illustrate articles -Start conversations around legal aid	-Link posts to external documents, photos, sites, videos, and presentations that tell NLAS story. -Use hashtags to highlight points, tag sponsors and other stakeholders in order to grow followers	-At least one main post per week

4.10: Crisis and risk communication

Crisis can come in an organization when least expected. This may result to bad publicity, reputational damage and negative image on NLAS. The organization will always anticipate such instances and address them as illustrated in the following table:

Table 10: Crisis and risk communication strategies

Issue	Strategies	Channels
Disinformation	-Identify a crisis communication team to be always available to correct any disinformation -Develop the correct information and circulate it -Use media contacts to disseminate correct information -Use digital media channels to correct bad impressions -Keep stakeholders informed always to avoid misinformation	-Mainstream media -Social media -Website
Negative media coverage	- Reach out to the media/journalist that published the information -Ask for a right of reply and issue a press statement to correct the negative publication -Do not ignore media queries -Create a long term partnership with the media	-Press releases -Media briefings -Official statement
Social media trolls	-Always monitor activities on social media to keep tabs on any negative comments on NLAS -Reply to such comments promptly with facts to correct the negative impression created -Take the conversion offline by reaching to the affected person through direct mail or inbox	-Social media handles
Dissatisfied client/stakeholder	-Identify the person and reach out to him/her -Do not ignore issues/complaints raised by clients -Maintain professionalism at all times -Continuous stakeholder engagement and management	-Personal meetings -Phone calls -Official emails

	-Quick intervention to avoid the issue escalating -Do not shy from making apologies	
Rumours	-Regular communication to diffuse any misinformation -Continuous stakeholder engagement and management -Engage in regular awareness campaigns	-Media -Social media -Sensitization and awareness meetings

4.11: Messaging strategies

The approach for drafting NLAS communication messages will be guided by the specific objective we want to achieve in enhancing NLAS visibility, its mandate and strategic plan. In determining the type of messages to be delivered, we will use the following steps as illustrated in the following table:

Table 11: Messaging approach

Step	What to do	How to do it	Example
1	Establish the purpose and objectives of communicating	Decide if the message is meant to educate, inform, create awareness, enlighten or just a call for action	*Create awareness about access to justice*
2	Identify the target stakeholders	Know the people the message is meant for, their regions, and language of understanding and categorize them as provided in Chapter 2.	*Public*
3	Draft the message	Write simplified messages, free of jargon and in a language easily understood by the intended stakeholders	*One of the major impediments of access to justice is lack of legal education and awareness. It is the reason why the National Legal Aid Service – NLAS is engaging in community outreach programmes and legal aid*

			clinics in prisons to empower the vulnerable groups with legal knowledge.
4	Select the channel of communication	Decide on channels which have wider reach and accessibility, reliable, accurate and cost effective.	*Facebook* *X (Twitter)*

Since the purpose of the communication strategy is to enhance NLAS visibility, create awareness among target clients and promote good relations with other stakeholders, the messages will be crafted and disseminated based on the identified purpose as illustrated in the following table:

Table 12: Message strategies

Purpose	Target Stakeholder	Channel	Sample message
Inform	Public	-Media -Website -Social media -IEC materials	*Are you a citizen of Kenya, a child, a refugee under the Refugees Act, a victim of human trafficking, an internally displaced person or a stateless person? Do you need FREE LEGAL SERVICES? Visit the National Legal Aid Service – NLAS at any of our offices in Nairobi, Mombasa, Kisumu, Nakuru and Eldoret or call us on Toll-Free Number 0800720640.*
Educate	Public	-Workshops -Community outreach -Media -Meetings -IEC materials	*Mediation works. It is flexible and time saving. You don't have to incur so much costs through the legal process. Visit the National Legal Aid Service – NLAS at any of our offices in Nairobi, Mombasa, Kisumu, Nakuru and Eldoret for FREE MEDIATION SERVICES.*
Call for action	Public	-Social media -Media -Outdoor	*Are you stuck with your legal issues? Come to us at National Legal Aid Service – NLAS for FREE LEGAL ADVICE. Call us on Toll-Free Number 0800720640 or visit any of our offices in Nairobi, Mombasa, Kisumu, Nakuru*

		publicity (e.g roadshows)	*and Eldoret.*
Create partnerships	-Government agencies -Donors -NGOs	-Official meetings -Written proposals -Joint activities -Phone calls	*Achieving justice for all needs joint efforts. At the National Legal Aid Service – NLAS, we have partnered with the European Union through the Programme for Legal Empowerment and Aid Delivery to ensure vulnerable communities in in Wajir, Mandera, Lamu, Tana River, Garissa, Marsabit and Isiolo can access justice*

CHAPTER FIVE: IMPLEMENTATION FRAMEWORK

5.1: Introduction

Implementation of the NLAS Communication, Media and Public Relations Strategy will reflect the overall objective of enhancing the agency's visibility and communications approaches in a better organized and professional manner. The proposed work/action plans reflects the tasks and activities, the strategies to be used, key communication channels, resources required, expected outcomes and Key Performance Indicators (KPI).

5.2: Monthly implementation and action plan

It is expected that the implementation will cover both short term objectives (up to 6 months) and long term objectives as aligned to the NLAS Strategic Plan (2023-2027). With appropriate budget and human resource, the appointed communication person(s) will be tasked to come up with detailed monthly work plans with clear objectives, status of tasks undertaken, performance indicators and percentage completed as shown in the sample table below:

Table 13: Sample monthly work plan

No	Objectives	Tasks/status	KPI	Percentage complete
1				
2				

5.2: Budget and resource allocation

Budget allocation and human resource will be required to cater for each of the strategic focus areas in order to sustain the implementation in any given period. For this reason, the management will be required to mobilize and allocate funds to the communication department as proposed in Chapter Three (3.5). The budget will be calculated based on prevailing market rates and presented to the management by the person in charge of communication department for approval in each financial year.

(Note: A detailed budget proposal for implementing the strategy for the first six months will be provided as a separate annexure)

The table below gives a budget estimate for communication activities for the next five years:

Table 14: Proposed budget and resource allocation

Strategy Focus Area	Financial Projections per Financial Year (in KShs.)					
	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
Internal Communication	1,500,000	1,500,000	2,000,000	2,000,000	2,500,000	9,500,000
External Communication	3,000,000	3,000,000	4,000,000	4,000,000	5,000,000	19,000,000
Media engagement	7,000,000	8,000,000	8,000,000	10,000,000	11,000,000	44,000,000
Public Relations	4,000,000	5,000,000	5,000,000	7,000,000	8,000,000	29,000,000
Branding and identity	3,000,000	4,000,000	5,000,000	5,000,000	6,000,000	23,000,000
Digital Communication	1,500,000	1,500,000	2,000,000	2,000,000	2,500,000	9,500,000
TOTALS (KSHS.)	**20,000,000**	**23,000,000**	**26,000,000**	**30,000,000**	**35,000,000**	**134,000,000**

5.3: Implementation matrix

The implementation matrix will cover the specific objectives of the strategy with a key focus of aligning all communication and public relations activities with the NLAS 2023-2027 Strategic Plan. The matrix presents each of the objectives as enumerated in Chapter One, strategies to achieve the objectives, channels to be used, performance indicators and the expected outcome.

Table 15: Implementation matrix

Objective 1	**Enhance key stakeholders' relationship and satisfaction by addressing their concerns through structured communication using multi-media approach**			
Strategies	**Action plan**	**Channels**	**KPI**	**Expected outcome**
Initiate and sustain public relation activities	-Display NLAS values, mission and vision prominently and in strategic locations -Maintain strong media presence -Monitor, track and address any negative publicity -Engage in CSR and legal aid clinics -Develop and maintain stakeholders' trusts and loyalty	-Media -Website and social media -Meetings -IEC materials -Road shows	-Media publications -Events held -Stakeholder engagement forums held -IEC materials produced and distributed	-Enhanced image and reputation -Increased NLAS visibility -Acceptability of NLAS services -Client trust -Public and stakeholder goodwill
Regular public and stakeholder sensitization meetings	-Undertake community visits to donate Legal Aid booklets and materials -Organize Legal Aid clinics -Collaborate with other partners for community outreach programmes to create legal awareness -Collaborate with community role models/influencers to endorse NLAS work	-Media -Website and social media -Awareness meetings -IEC materials -Road shows	-Publications -Meetings and seminars held -Influencers engaged	-Enhanced image and reputation -Increased NLAS visibility -Acceptability of NLAS services -Client trust -Public and stakeholder goodwill

Enhance internal communication processes	-Bi-monthly staff meetings -Use internal communication tools to engage staff -Regular CEO briefs -Develop and publish periodic internal newsletters -Develop employee brand recognition programme	-Meetings -Intranet -Group channels -Emails and Staff portals	-Number of staff meetings held -Number of staff recognized -Number of staff accessing portal	-Enhanced employee engagement, retention and motivation -Enhanced brand image among staff -Harmonized internal communication processes
Have a crisis communication plan	-Crisis communication team put in place -Establish a crisis monitoring system -Identify affected persons and reach out to them -Have a holding statement to respond to any inquiries	-Personal meetings -Phone calls -Official emails -Media	Crisis moments handled	-Quick response to any crisis situation -Protection of corporate and brand image
Establish a communication campaign and awareness month	-List communication activities to be done -Plan different events for the duration -Keep messaging accessible by using easily understandable language -Customize messaging to different platforms and target stakeholders.	-Media -Website and social media -Meetings -IEC materials -Road shows	-Events held -Stakeholder engagement forums held -Number of paid media content	-Enhanced image and reputation -Increased NLAS visibility -Acceptability of NLAS services -Public trust and goodwill

Objective 2	Rebrand NLAS in order to position it as the top state agency in provision of legal aid in accordance with the Legal Aid Act 2016			
Strategies	**Action**	**Channels**	**KPI**	**Expected outcome**
Regular update of NLAS Website	-Revamp and rebrand the website -Increase stakeholder interactivity -Link website with other government agencies and partners -Make the website easy to navigate -Add visuals (photos and videos) to website content	Website	-Number of traffic on NLASA Website -Enquiries made through the website	-Increased NLAS visibility -Improved content and information on website -Increased stakeholder engagement
Timely updates on social media pages	-Thematic social media campaigns and scheduled posts -Post fresh text content, accompanied by relevant images or infographics -Have live feeds when having key events -Engage stakeholders by responding to feedback and enquiries	-Facebook -X (Twitter) -LinkedIn -Instagram	-New followers and likes -Post views -Post comments	-Increased NLAS visibility -Improved interactivity with stakeholders -Increased conversation rates -Sustained brand image
Production of IEC and outdoor publicity materials	-Design materials in a captivating and attractive manner -The content and message must be informative and motivating to capture	-Branded merchandise -Flyers and	-Number of materials produced -Number of	-Increased knowledge about NLAS and its activities -Enhanced NLAS visibility

	attentions -Have identical branding to showcase NLAS brand -Distribute IEC materials in strategic places like bus stops, court rooms and police stations	leaflets -Periodic publications -Magazines, booklets and brochures -Posters	materials distributed	-Retained public trust in NLAS -Easy access to NLAS information
Craft a unique brand identity for NLAS	-Develop a brand style guide -Use staff to promote the brand image -Produce and distribute NLAS branded merchandise -Conduct stakeholder satisfaction and brand survey	-Survey tools -Branded merchandise	-Survey report -Number of branded merchandise produced	-Easy identification of NLAS brand -Increased visibility of NLAS brand -Brand awareness
Objective 3	**Create a framework for engaging with external stakeholders including the media and to device strategies for tailored communication that address needs of specific stakeholders**			
Strategies	**Action**	**Channels**	**KPI**	**Expected outcome**
Consistently leverage NLAS activities to showcase work done	-Crete public engagement forums -Hold annual events to showcase work done - Create avenues for feedback and address any concerns promptly	-Media -Website and social media -Events	-Media publications -Number of events held -Number of IEC	-Increased NLAS visibility -Improved access to NLAS services -Enhanced image and

	- Regular update on website and social media for sufficient information flow - Plan all communication activities by defining the purpose, frequency, mode, and content	-IEC materials -Road shows	materials produced	reputation
Participate in key legal events like the Annual National Legal Aid Day	- Produce sufficient informational materials like newsletters and reports to be distributed during events - Documentation and sharing of all NLAS activities -Ensure NLAS brand is visible in all events	-Events -IEC materials	-Number of events participated -IEC materials distributed	-Increased NLAS visibility -Enhanced understanding of NLAS brand -Increased need of NLAS services
Create partnership with media	-Incorporating media in NLAS events and activities -Periodic media conferences/briefs -Journalists' training -Media campaigns and advertisements -Regular media talk shows on radio and television -Regular opinion pieces in the newspaper	-Press release -Media meetings -Media talk shows -Paid and sponsored content -Media training	-Media publications -Appearance for talk shows -Number of media events -News releases shared	-Sustained media coverage -Wider scope of stakeholders reached -Increased NLAS visibility -Enhanced NLAS brand image

Evaluate the impact of communication initiatives	-Use provided monitoring and evaluation tools to assess the impact of the communication activities	-Monitoring reports -Monitoring tools	-Reports produced -Actions taken on the reports	-Provide learning lessons for improvement
Objective 4	**Build support among policy and decision makers in government and donor partners through enhanced understanding of NLAS operations**			
Strategies	**Action**	**Channels**	**KPI**	**Expected outcome**
Organize collaborative meetings and seminars with policy makers and donors	-Presentations to the policy makers and donor partners -Consistent communication to update them of the projects -Make information easily accessible to the donors/partners to enable them follow progress -Always showcase the impact created and successes achieved through donors and partners support -Incorporate donors/partners logos in visibility materials	-Meetings -Workshops -Seminars	-Number of meetings held -Number of attendance in meetings -Impact of meetings to NLAS work	-Improved stakeholder engagement -Stakeholder communication needs met -Increased partnerships
Have partnerships with organizations in similar areas of interest	-Provide context of communication for better understanding -Keep information flowing for better	-Meetings -Workshops	-Number of meetings held -Number of	-Increased partnerships -Increased visibility

	understanding of NLAS operations -Regular one-on-one communication engagements -Have joint events for legal aid clinics	-Seminars -Joint events	attendance in meetings -Number of partnership entered	-Improved stakeholder trust -Enhanced brand visibility
Nurture existing relationships and cultivate opportunities for new ones	-Consistent communication with partners to update them of the projects -Document and showcase NLAS activities and successes	-Meetings -Events -Media	-Number of events -Media publications	-Well informed stakeholders -Increased public goodwill -New partnerships created
Engage in advocacy and lobbying initiatives	-Engage policy makers to reinforce laws for legal aid -Engage in behavior change communication	-Meetings -Workshops -Seminars -Media	-Meetings held -Media publications	-Increased legal aid awareness -Public goodwill
Objective 5	**Produce periodic targeted publicity materials for promoting and strengthening the NLAS brand**			
Strategies	**Action**	**Channels**	**KPI**	**Expected outcome**
Produce periodic informational materials	-Design materials in captivating manner to make the stakeholders want to keep them -Create informative and motivating content. -Use language easily understood by target stakeholders.	-Branded merchandise -Flyers and leaflets -Periodic	-Number of materials produced -Number distributed	-Increased knowledge about NLAS and its activities -Enhanced NLAS visibility -Retained public trust in NLAS

	-Have identical branding to enhance NLAS visibility	publications -Magazines, booklets and brochures -Posters		
Make all materials and information available and easily accessible	-Street distribution of posters, flyers and leaflets -Give away/gifting branded merchandise -Use of billboards, outdoor posters and large screens in public places -Distribution of booklets to learning institutions -Placing magazines, booklets and flyers at office reception areas -Distribution of e-publications through digital platforms	-Branded merchandise -Flyers and leaflets -Periodic publications -Magazines, booklets and brochures -Posters	-Places visited to distribute materials -Number of materials distributed	-Easy access to NLAS information -Increased knowledge about NLAS and its activities
Have public launch of major periodic publicity materials	-Plan events and invite stakeholders to witness launch -Organize promotional events to promote the brand -Hold road shows and public awareness	-Booklets -Annual reports -Policy documents	Number of events held	-Increased visibility of NLAS

	campaigns -Attend exhibitions			
Language and style of communication should be easily understandable	-Easily understood and free of jargon -Coherent and free flowing; -Have the right tone	All IEC materials	Number of IEC materials produced	Easy understanding of NLAS communication messages
Documentation and publication of NLAS programmes and activities	-Profile and map out case studies, success stories, lessons learnt and challenges faced in Legal Aid delivery -Gather evidence from communities on the benefits received from NLAS awareness meetings -Document the case studies in a narrative form capturing partner, community and stakeholder perspectives -Produce both photo and video galleries	-Annual reports -Magazines -Newsletters -Photo and video galleries -Website and social media	-Number of regions visited to document -Reports produced -Number of publications	-Enhanced transparency in NLAS activities -Deliver knowledge to end users about NLAS -Provide reference for successes and lessons learnt -Library of photos and videos

CHAPTER SIX: MONITORING AND EVALUATION FRAMEWORK

6.1: Introduction

Given the changing communication landscape, a Monitoring and Evaluation (M&E) framework will be established to continuously assess the performance of the communication, media and public strategy. This framework will serve as a means to calibrate and fine-tune the strategy as needed through continuous tracking, monitoring, and reporting.

M&E will have a key role in assessing the impact of the NLAS communication and public relations activities and will be embedded as part of the strategy for the following reasons:

(a) Provide information that NLAS can use to improve performance, make key decisions and ensure accountability;

(b) Keep track of all NLAS communication and public relations activities, input and output;

(c) Measure the outcomes and impact of the NLAS communication activities against the stated objectives

(d) Offer insights for learning throughout the implementation phase and to improve performance.

(e) Act as an early warning sign and potential difficulties in achieving a stated objective and provide ways to overcome them

(f) Act as feedback for lessons learnt and way forward in continued implementation.

6.2: Monitoring and evaluation approach

Monitoring and evaluation of the strategy will be guided by the implementation framework as provided. Monthly, bi-annual and annual reports will be prepared to give performance indicators, lessons learnt and proposals to improve all communication and visibility activities for NLAS.

Information gathered during the M&E process will be used to improve performance, make key decisions and ensure accountability, keep track of NLAS communication and public relations activities, the impact created among vulnerable communities and offer insights for learning throughout implementation of the NLAS 2023-2027 strategic plan.

The M&E process will be undertaken through analysis of the inputs, activities, output, outcome and impacts as illustrated in the table below:

Table 16: M&E approach

Step	Explanation
Input	This will focus on resources that go into the NLAS communication and public relations activities including human resource, budget and other materials
Activities	This will entail explanation of the tasks undertaken during a specified period of time.
Output	Will give details of communication and public relations services, events and produced IEC materials that reach the target stakeholders for example meetings, outdoor publicity materials and media publications.
Outcomes	The short-and medium-term results or changes in embracing legal services offered by NLAS within the various counties.
Impact	The long-term, sustainable changes in line with the NLAS Strategic Plan (2023-2027) which will as a result of the communication, media and public relations activities.

6.3: Performance Monitoring

At the beginning of each month/quarter/year, the communication department or person(s) in charge of communication will set targets within the work plan that reflects the overall objectives of the communication, media and public relations strategy. Monitoring shall entail the continuous processes of tracking both internal and external communication activities; assessing the agency's input, activities and output with a view to planning for responses, learning from the experiences on better communication practices, making informed communication decisions and promoting effective collaboration with stakeholders. The table below shows a template for monitoring:

Table 17: Performance monitoring tool

Period under review:					
Objectives	**Input**	**Activities**	**Output**	**Outcome**	**Impact**

6.4: Performance Evaluation

Evaluation will be done at the end of the stated timeframe/period by assessing the results of the communication and public relations actions undertaken. Evaluation will involve assessing how well the communication activity was performed and whether it met the objectives; checking how the communication implementation was done as per the scheduled plan; checking if the communication activity achieved the desired impact by assessing the stakeholder feedback and reactions; assessing which parts of the communication did not achieve the set objectives and need to be reworked and assessing notable changes in NLAS visibility and uptake of its services. The table below presents an evaluation template:

Table 18: Performance evaluation tool

Period under review:			
Objectives	**KPI**	**Actual status**	**Comments**

6.5: Performance Indicators

For ease of assessing the performance and evaluation of the NLAS Communication, Media and Public Relations Strategy, the following indicators will be used for tracking the activities against the set objectives.

Table 19: Indicators

Objective	**Indicators**	**Timeline**
Enhance key stakeholders' relationship and satisfaction by addressing their concerns through structured communication using multi-media approach	- Number of staff engaged in communication activities - Stakeholder satisfaction index -Increased demand for NLAS services	Annually
Rebrand NLAS in order to position it as the top state agency in provision of legal aid in accordance with the Legal Aid Act 2016	-Traffic of visitors and frequencies of visits on the website -Number of followers, likes and shares on social media	Monthly

Create a framework for engaging with external stakeholders including the media and to device strategies for tailored communication that address needs of specific stakeholders	-Number of media engagements/events -Number of journalists/media houses partnering with NLAS -Number of media publications including talk shows	Monthly
Build support among policy and decision makers in government and donor partners through enhanced understanding of NLAS operations	-Number of events held -Number of attendants in events -Key speakers	Annually
Produce periodic targeted publicity materials for promoting and strengthening the NLAS brand	- Number of recipients - Frequency of production - Number produced and distributed	Quarterly

Appendices:

Annex 1: Social Media Posting Guidelines

SOCIAL MEDIA POSTING GUIDELINES

The essence of this brief guideline is to help position NLAS at the forefront of our target audience minds and stay visible on our social media feeds through good quality, relevant and regular content.

(Note: This is not the final strategy for social media, but is just a brief guidance to start us off as we begin activities on our social media pages. The final, comprehensive Social Media strategy will be included in the Communication, Media and Public Relations Strategy).

Some posts will be linked across the social media while others will be distinct for the specific site. We will follow this guidance:

1. Posting frequently and consistently: We will not overload the public/audience with so much information but just enough. This could however change depending on whether we are sponsoring a hashtag or participating on a topic of online discussion. For specific social media:
    - Facebook: We shall publish at least one main post a day but not more than three per day to avoid overloading the audience.
    - Instagram: We shall publish only one in-feed post a day and create at least one reels post per week.
    - Twitter: We shall post one to three times a day.
    - LinkedIn: One post per day.

2. Participation in online discussions and trending topics on legal (aid) issues: We will have a person monitoring social media activities and trends on legal issues and debate which we shall join and post our comments.

3. Engaging our social media audience: We will constantly follow leads to keep the stakeholders engaged. To achieve this, we shall:
    - Have quick response to online queries: We will need support of the legal counsels to help us respond quickly to any legal questions asked by our social media public.
    - Create interactive polls, question and answer sessions
    - Mention the followers when responding to their questions or posts

4. Sharing content, retweeting, liking posts and comments from other stakeholders: To increase our visibility, we shall share content from our stakeholders which are relevant to our mission. We shall do the same for any comments mentioning us by the stakeholders.

5. Scheduling posts: We will schedule our posts at prime times. One post in the morning and the second post in the afternoon.

6. Boosting our posts and sponsoring hashtags: If possible (subject to availability of funds) we will pay to have our pages and posts boosted. The funds can also be utilized to sponsor a hashtag where we will select a day and make NLAS trend

7. Live sessions: We will go live on our social media pages once in a month. This will however depend on the activities we have.

8. Content generation: We shall generate content from daily activities within NLAS offices, review of information materials. We will also ask our legal counsels to help us with information for creating reels and short videos.

9. We shall use a mix of content to avoid being dry. The content will have texts, info-graphics, images and short videos.

10. Reuse of popular content and posts: Some of the content posted will definitely generate high engagements and comments from stakeholders. We will reuse them to keep the conversation about NLAS ongoing.