



National Drought Management Authority

COMMUNICATIONS GUIDE - POLICIES AND PROCEDURES

INTRODUCTION

Corporate image is central to the success of an organisation. A successful corporate image is much more than a logo; it is much more than a beautiful office; it includes everything about the organisation, how it presents itself, how it treats stakeholders and the images and words the entity uses during these interactions. All of these interactions are very important in shaping the public's perception of the NDMA. It is this public perception that will define and differentiate the NDMA as a successful and highly respected entity.

Each time stakeholders spot something on drought or carrying the Authority's brand or hear words like "NDMA", they form an opinion. The bottom line is that once NDMA puts forth a positive, consistent image in its communications and its actions match what it stands for, the Authority's integrity and stature will continue to grow.

To cement a positive image, the NDMA has developed these policies and procedures that would consequently lead to the production of both internal and external messages that are of high quality and consistent with the Authority's Vision, Mission, Mandate, Values, identity and strategic positioning.

The policies and procedures are intended to ensure

- All information is consistent across the entire organisation
- Smooth information flow both within and without the organisation
- Compliance leading to efficiency
- Cases of miscommunication are minimised
- Any chances of litigation occasioned by defamation are curtailed
- Integrated efforts between the NDMA Communications Unit and other departments

CHAPTER ONE

OVERALL NDMA COMMUNICATIONS

RATIONALE

This policy and procedure is designed to establish the lines of responsibility for and the standards of NDMA branding and communications efforts. It shall apply to all NDMA offices both at the Headquarters and County levels.

OVERVIEW

The consistent application of strategies to promote and protect the NDMA brand is of vital importance whether this is through paid advertising, media relations, brochures and other printed publications, promotional videos, TV commercials, Web pages, direct mail or other means. Successful communications efforts cannot ensue from isolated or ad hoc methods, even with the best of intentions.

POLICY

1.0.1 The overall development and application of communications strategies throughout the NDMA rests primarily with the Communications Unit within the Directorate of Support Services. The Media and Public Relations Manager is charged with oversight for the development of the communications strategies, and for coordinating the external communications activities of the entire organisation.

1.0.2 At the technical level, to ensure coherent communication of drought conditions and priority mitigation activities, these communication policies and procedures will also apply. This communication will be coordinated by the NDMA's technical department in liaison with the Communications Unit. For the NDMA to properly communicate with a consistent voice, it is essential that the communications activities of the Authority be coordinated through one central area, the NDMA Communications Unit.

1.0.3 No media consultants, advertising agencies, graphic design firms or Web design firms may be hired without prior approval of the Communications Unit.

1.0.4 All public communications activities of the NDMA will be coordinated by the Communications Unit. These activities include, but are not limited to:

- Publications (including print and electronic "e-publications");
- Logo identity;
- Advertising (The term advertising includes traditional media channels —TV, radio, billboard, magazine, newspaper, etc.) as well as marketing communications that utilize new media channels, including websites, email solicitations, product placement and other activities involved in marketing the NDMA;
- General media relations (distribution of press releases, development of external newswires, technical databases and all other activities related to media relations);
- Promotional videos;
- Primary NDMA Web pages;
- Emergency or crisis communications (*This is not 'emergency' in the context of drought but refers to emergency affecting the Authority i.e corporate emergency*);
- Institutional social media.

1.0.5 County Communications

1.0.5.1 Since the Authority does not have Communications Officers in the Counties, the Communications Unit at headquarters shall ensure that the NDMA image at the county level is accurately and positively portrayed in news, promotional materials, activities and events.

1.0.5.2 The Communications Unit shall collaborate with the County Drought Coordinators (CDCs) guided by the Communications policy and procedure, the Brand Standards Style Guide, Communications-led training sessions and regular meetings to design messages that are in compliance with policy.

1.1 Emergency/Crisis Communication

This is an emergency or crisis that has the potential or directly affects the reputation of the Authority. The crisis or emergency would include an accident, fire outbreak or alleged scandal etc. *(Do not confuse this with Crisis or Emergency phases in the drought cycle management)*

Rationale

The Policy seeks to ensure that NDMA engages the media, stakeholders and members of the public in a proactive manner so that in the midst of a crisis, the Authority's voice is not lost in the confrontational and rather conflicting interactions during a crisis.

Overview

Crises are the fodder for news media. Media thrive on emergencies and crises since these unfortunate situations are what constitute news. In media parlance, news is **when a man bites a dog and not when a dog bites a man**. Unfortunately for organisations, with the advent of radio, TV and the Internet, people do not have to wait for yesterday's events to come as news. Everything is transmitted "real time". To add to this mix is the introduction of telephone gadgets that can record an event as it unfolds. In this sense therefore, anybody can collect news and transmit the same either by handing over to news media or by simply streaming the same on social media networks. In a nutshell, the time to react is short.

Policy

1.1.1 Of importance to note about news media is that **the media will print their stories with or without your input, so the best way is to ensure that your voice is heard in the conversations**. The best option is to be proactive and spread the news instead of trying to develop relations with the media in the middle of a crisis.

1.1.2 NDMA will develop an emergency/crisis communication plan that will be part of the NDMA's larger emergency/crisis plan. The Authority will constitute an emergency crisis team within the Office of DSS.

1.1.3 The Emergency team shall coordinate the release of all information to the media and other internal and external publics in the event of an emergency or crisis.

1.1.4 All incidents, events or stories during a crisis must be conveyed to the crisis communication team headed by the Media and PR Manager as early as possible so that facts on the incident, event or unfolding story can be gathered and timely responses can be made.

1.1.5 It is important to ensure that communication meets media deadlines and must be coherent and responds only to the issue at hand.

1.1.6 All crisis communication shall be signed off by the CEO or the Emergency team.

1.2 Managing Public Information¹

- Hold the first news conference as soon as possible after the event
- Set media guidelines regarding accessibility to information, length of questions periods, conference/briefings, site tours etc.
- Ensure good communications with frequent updates on the bulletin board or white board at the NDMA
- Ensure a senior officer is available to assist the media where possible.
- Ensure monitoring of print and electronic coverage for rumor control and awareness.
- Ensure expert spokes persons are available for credibility.
- Certain circumstances may warrant professional translation services. Ensure bilingual capabilities, as appropriate.

1.2.1 Information Management and Rumor Control

Ensure the following in information management and rumor control:

- Ensure public information is accurate and timely.
- Ensure information is from authorized and authoritative sources.
- Information should be repeated frequently especially in the early stages of a crisis.
- Do not attempt to completely restrict media access since it is impossible.
- Develop a cooperative framework which includes protocols, systems and procedures e.g. for visits to worst affected “dangerous” areas.
- Ensure a single specific focal point for media management.
- A media “background information” sheet which is regularly updated is a useful tool.

¹ Item on Managing Public information, Information Management and Rumour Control has been adopted from NATIONAL EMERGENCY PLAN AND SOPs for National Disaster Management Unit (NDMU)

CHAPTER TWO

NDMA NAME AND LOGO

RATIONALE

The purpose of this policy and procedure is to delineate the acceptable uses of the Authority's name and logo.

POLICY

2.1 The development and application of the NDMA brand will be determined by the Communications Office and approved by Management. The Communications Unit shall develop a **Graphics Manual** which shall define the use of the NDMA Logo, publication guidelines and graphic standards. The Unit shall routinely communicate this to all members of staff.

2.2 The Name and Logo of the National Drought Management Authority are the official emblems and registered trademarks of the Authority and will only be used for official NDMA purposes.

2.3 The Logo, in both Colour and in Black & White versions, is the primary graphic mark for the NDMA. The logo is designed to promote the visual identity of the NDMA and is to be used on all internal and external printed and electronic materials representing the Authority.

2.4 "**National Drought Management Authority**" is the official name of the Authority, vide Legal Notice No. 171 of November 24, 2011, and shall be used as such in all official publications and correspondences. The acronym "NDMA" shall only be used in the body text subsequent to having introduced the official name i.e. "**National Drought Management Authority (NDMA)**"

2.5 While the logo must be used by all NDMA offices on all internal and external printed and electronic materials representing the Authority (including letterhead, business cards, reports, magazines, newsletters, presentations and Web pages), the logo **MUST NOT BE MODIFIED** by changing the font, proportions, color or other design alteration.

2.6 Use of the NDMA logo is not permitted in publications and displays that are not under the auspices or official sponsorship of the Authority.

2.7 Where the NDMA Logo is used for joint publications or IEC materials, the said materials **must** be approved by the Communications Office to ensure the Authority's brand is protected.

2.8 Use of the logo by other than authorized NDMA employees is prohibited unless approved in writing by the CEO.

Questions regarding use of the NDMA logo and name in publications or displays should be addressed to the Media and Public Relations Manager.

CHAPTER THREE

LETTERHEADS AND MEMOS

Purpose

The objective is to have all official mails done in a manner consistent and identifiable with the identity of the NDMA brand

Policy

3.1 All official mails on letterheads and memos emanating from the Authority shall bear the NDMA Logo and address. The letterheads can be got in soft copy from the Communications Office.

3.2 NDMA letterheads and memos shall be used **solely** for official correspondence either to within or without the organisation.

3.3 Correspondence within the organization between members of staff shall be in the form of memos unless stated or the nature of the communication demands otherwise.

3.4 It is important to assess the tone and language in an official mail. Use of colloquial and/or rude language (including obscenities, profanities and swears) in any correspondence with an NDMA letterhead/memo is **prohibited** and shall be punished accordingly.

CHAPTER FOUR

MEDIA-RELATED COMMUNICATIONS

RATIONALE

The purpose of this policy is to have the image of the NDMA and staff accurately and positively portrayed in the public and news media and to develop public understanding of NDMA programs, activities and events using mass communications. This policy and procedure is intended to describe the NDMA's position with respect to interacting with news media representatives. For the purpose of this policy and procedure, news media shall refer to representatives of newspapers, magazines, newsletters, online publications, television and radio.

OVERVIEW

Drought and food security have become topical media issues that elicit strong public interest both locally and internationally. This has been exacerbated by the negative effects of climate change especially among vulnerable communities in the ASALs. Media interest in drought matters has increased. To create awareness on drought management in general and NDMA activities in particular, the media shall play a pivotal role as the link between the Authority and the public and stakeholders. There is need to establish strong and positive relations with the media in all its forms and at all levels through strategic engagement with the media on an ongoing basis to improve their treatment on drought issues.

Additionally, during drought emergencies, the media, out to get a scoop, will carry out individual investigations and interviews among stakeholders. More often than not, in this rat-race for a scoop, critical facts may be lost leaving the players in drought management with a public relations crisis. The NDMA holds a peculiar position being the agency charged with the sole responsibility of coordinating drought management activities in the country. To this end, any communication from the NDMA must be coordinated from the apex. The Constitution is categorical on the public's right to information which the NDMA is bound to. This principle of public access to information permeates the NDMA's dealings with the media.

The public – represented here by journalists – is entitled to have insight into what the NDMA and all stakeholders in drought management are undertaking in drought management and mitigation. However, this right does not give an open license for any member of staff to speak to the media or represent the NDMA in the media. Any information released to the media, either written or through oral interviews shall be viewed as the official position of the NDMA and by extension, the other partners involved. There is need to ensure consistency of information to the media and by extension, to the public.

POLICY

4.1 The Communications Office is responsible for the NDMA's media-related communications and shall provide counsel and assistance for all communications and news media needs in support of and consistent with the vision, mission and mandate of the Authority. The Communications Office will be the primary point of contact for all media representatives.

4.2 The Communications Office shall be responsible for making all media contacts. Any inquiries regarding media contacts or coverage should be directed to the Media and PR Manager.

4.3 The Communications Office will review all news releases, media advisories and any other information to media houses for appropriateness and newsworthiness.

4.4 SPOKESPERSONS

The spokespersons for the Authority are:

1. **Chief Executive Officer: The CEO** is the principal NDMA Spokesperson and therefore the main contact between the NDMA and the media. The CEO shall convey the official position of the NDMA. All information, press releases, interviews must be signed off by the CEO or his/her designated officer.
2. **Board of Management:** The Board of management shall address all issues on policy and, where need be, any other topical issue of interest to the Authority.
3. **Designated Official:** This is the Director sitting in for the CEO while the CEO is out of station. In the event that the designated officer responds to media queries, the CEO must be informed about the response.
4. **Media and PR Manager:** This is the primary contact with the media. The MPRM will advise on all media response and inform the CEO accordingly. The MPRM will address the media after consultation with the relevant officers.
5. **Director Technical Services:** The DTS will handle all technical matters dealing with drought management. In his/her absence, the DTS can delegate to the relevant technical managers. *(Where the issue at hand is urgent, the DTS will engage directly with the media without incorporating the M&PRM. However, the DTS should inform the M&PRM on the nature of the issue to ensure consistency of messaging).*
6. **County Drought Coordinator:** In the counties, the principal spokesperson is the CDC at all times. All media enquiries must be channeled to the CDC for response. However, the CDC, while out of station, could delegate the same to the technical officers in the county. In this respect though, the CDC will be responsible for the information thereof.

4.5 County Media relations

4.5.1 Before responding to media inquiries, the county office must, at all times, contact the Communications Office.

4.5.2 The County response to media is limited to technical matters on county drought management efforts.

4.6 Printing of media statements

4.6.1 Barring other considerations, all communications to the media must be printed to minimize misrepresentation of fact. The same should be filed for future reference. Copies of the response (press release, press conference etc) should be forwarded to the Communications Office for monitoring.

4.7 Telephone Interviews

4.7.1 Where interaction with the media was through telephone, the officer who fielded questions with the media should write a brief on the nature and purpose of the media engagement to management.

4.8 Use of Email

4.8.1 Where an officer engages with the media via email, the email must be kept for future reference. This will come in handy in situations of misrepresentation of fact in the media. Where possible, the email should be forwarded to management.

4.9 Major News Stories

4.9.1 Where there is news of major importance or where there is an urgent matter that may attract a lot of attention from the media, the officer contacted by the media should inform the Communications Office. It is the responsibility of the Communications Office to suggest who should speak to the media on the matter; come up with various scenarios of projected impact and probable questions that might be raised; gather facts and monitor the matter as it progresses in the media; and subsequently evaluate the publicity and how the matter was dealt with. The Media and PR Manager is responsible for coordinating the communications with the media while the matter is being dealt with.

4.9.2 The Communications Office and the relevant department shall have joint responsibility for collecting and collating the facts and coordinating the response to media the queries.

4.9.3 In technical matters of drought, the DTS/technical managers/officers will provide all the information required and shall, and upon advice of the Media and PR Manager, respond to the media accordingly.

4.9.4 The Media and PR Manager will generally not speak to the media on technical issues since he/she does not have the technical expertise in the matter. However, during a period of intense media pressure, the Media and PR Manager may field questions from the media while the technical team is gathering facts.

4.9.5 News of great public and media interest must be identified and plans for media interaction prepared well in advance to establish if an embargo is required or confidentiality when the topic is sensitive or when external partners are involved. This will inform rules of engagement with the media for instance if senior administrators need to be quoted or announcements needed for greater impact.

4.9.6 The various departments and/or counties **shall not** send information or press releases separately to the media as duplication; confusion; and outright error can result with devastating consequences for the Authority.

4.10 News Releases

4.10.1 A news release shall only be written when the Authority has a very important or major event or something newsworthy.

4.10.2 In addition to emailing news releases to the media, the same will be posted on the NDMA website. The Media and Public Relations Manager shall have the discretion of deciding which event merits a news release and which media houses are emailed.

4.10.3 There shall be a standard paragraph about the NDMA mission and mandate and the EDE Common Programme Framework in all external news releases either sent by email or distributed at a news event such as a press conference.

4.10.4 The Communications Office, upon direction from the Media and PR Manager, assist and coordinating planning for a press conference by sending out media announcements and preparing hard copies of news releases and background material.

4.11 Media Advisories

4.11.1 The Communications Office shall issue a media advisory announcing an upcoming event, news conference, seminar, conferences etc.

4.11.2 Any member of staff may notify the Media and PR Manager about a potential newsworthy story either via email, telephone or traditional mail.

4.11.3 Media advisories shall be sent to media houses via email. The advisories will however be uploaded on the website at the appropriate time determined by the Media and PR Manager. The ideal time of release of an advisory is however one week before the event.

4.12 Media Monitoring

4.12.1 Any member of staff may notify the Communications Office regarding impending or past news stories/interviews by the media that include the NDMA so that the Office may track and /or post the notice on the NDMA website.

4.13 Responding to media enquiry

4.13.1 Journalists should be able to get information even outside of office hours. Questions and inquiries should preferably be answered in accordance with the media's working conditions, i.e. within 2-3 hours or less. If this is not possible, the journalist should be informed of this within this time frame.

4.13.2 Should a member of the media contact a staff member and ask to speak about NDMA or matters related to NDMA, drought, EDE or other staff members, the inquiry should be referred to the Communications Office.

4.14 When a Reporter Calls

Guidelines for communicating with the media when issues are non-controversial and limited to the staff member's area of expertise:

- Consult with the Communications Office prior to answering any media inquiries (Unless you are a designated Spokesperson – **see Section 4.4 for Spokespersons**).
- Obtain the name of the reporter calling, the media organization, all contact information, and, if available, the anticipated time of release of information in print or broadcast.
- Do not feel compelled to conduct a phone interview or in-person interview. If you would like to think before answering, ask the reporter to email specific questions. In most instances, this will be acceptable to the reporter if you are providing information in a timely manner.
- Where it has been agreed that the Communications Office will engage the media instead of the officer initially conducted, notify the Communications Office with applicable information.
- Return all inquiries as soon as possible. Media outlets are working on tight deadlines and will seek another source, if calls are not returned.
- Answer only the questions that are asked. Do not offer unsolicited opinions.
- Do not speculate. It is okay not to know the answer to a question. Avoid "no comment," as it has a negative connotation.
- Make sure the reporter understands your answers. In many cases, you are the expert educating the reporter, and in turn, the media outlet's audience.
- Remember you are representing NDMA. Personal opinions should be clearly and carefully identified as such.
- There is no such thing as "off the record." Expect that anything you say to a reporter will be printed or aired.
- Provide your contact information for follow-up questions.
- Issues that should not be discussed with reporters directly by any officers unless authorised include legal issues, personnel issues, and matters of NDMA integrity, crises or emergency situations. Refer all such inquiries to the Communications Office.
- Any inquiries involving specific members of staff are subject to Code of Ethics regulations and should be directed to the Director Support Services and/or Communications Office.

CHAPTER FIVE

PUBLIC'S RIGHT TO INFORMATION AND THE NDMA'S RESPONSIBILITY FOR DATA PROTECTION

5.1 Public's Right to Information

5.1.1 The Constitution (Article 35) espouses the public's right to information. This includes right to review certain government records. A request to see records may be made via the Postal Service or email. ***(No oral request shall be accepted or acted upon).***

5.1.2 Whenever possible, NDMA will supply electronic records in response to email requests. All record requests should be as specific as possible so that the Authority may easily identify which records maintained by NDMA are responsive to the inquiry.

5.2 Confidential Information and data protection

5.2.1 However, not all information is open to public view, review or consumption. Data and information on NDMA's employees' personal records, information and data development partners, supporters and grantees is confidential information and must be treated as such. All confidential information and data shall be treated as such. Confidential information shall only be released by the **Board of Management** upon advice from the legal department or pursuant to a Court Order.

5.2.2 Some of the most common requests that involve exemption from disclosure are:

- Anything that may result in an unwarranted invasion of personal privacy (for example: home telephone numbers, home addresses, and Social Security numbers)
- Trade secrets – records that, if released, could cause harm to the competitive position of a business or enterprise or development partner
- Information gathered for law enforcement purposes which, if disclosed, could interfere with due process
- Lists of names and addresses which would be used for commercial or fundraising activities

Please be advised that the Freedom of Information pertains to access to existing records. NDMA shall not be required to create a record containing information sought when one does not exist, or to compile existing records.

5.3 Frequently Asked Questions

5.3.1 What happens to requests when received?

Requests will be date-stamped and recorded for our records and the department or office responsible for the records sought will be notified of a request for those records. The request will be copied and kept in the central registry.

(The DSS shall have overall responsibility over all requests. As a RULE, the DSS must approve action on each request).

Once a positive determination is reached, the department or office will then identify and locate the records requested. The requests should be reviewed based on their nature and in compliance with the

Freedom and Right to Information. The materials will be photocopied and the originals stored. Sections that are determined to be non-releasable will be blacked out. Lengthy records may take some time to assemble and the client must be advised as such.

5.3.2 How soon can I expect an answer?

The officer will mail or email the requestor an acknowledgement within five business days of receipt of the request. If time to research or compile the records requested is required, the requester may be informed that a response will be provided within 20 business days (*Senior Management to determine the duration*).

If notice of completion of the request has not been received within 20 business days, the requestor should contact the officer.

CHAPTER SIX

ADVERTISEMENT APPROVAL

Rationale

The purpose of this policy is to designate the approval procedures for all NDMA advertising.

Policy

The Communications Office is the main point of contact for advertising.

6.1 Paid Advertising

6.1.1 All advertisements (other than for recruitment of personnel) in any publication or electronic media must be signed off by the Media and PR Manager. Final submission and approval of the advertisement will be done by the Media and PR Manager in conjunction with the requesting department or individual.

6.1.2 The department or individual placing the advertisement, in combination with the Media and PR Manager, is responsible for proofreading and fact-checking of the content prior to submission. This will address the issues of:

- Quality control and consistency of NDMA messaging and image
- NDMA receives the most competitive rates based on media reach and target audience

6.1.3 The Procurement Office shall present the advertisement request to the Government Advertising Agency (GAA), as per Government advertising policy and regulations, for onward placement to media.

6.1.4 In the event that the GAA is not involved due to change in policy, the Communication Office shall liaise with the Kenya Advertising Research Foundation (KARF) for authoritative research in media consumption, reach and audience numbers and advise departments on which media to advertise what particular content/message

6.1.5 The Communications Office will, together with the media house, assist in advertisement layout and design on a case-by-case basis and will work with the department to arrange payment.

6.2 External advertising/visibility

6.2.1 Once in a while, the Authority may hire or appoint an advertising firm/agency to handle elaborate awareness campaigns, branding and stakeholder mobilisation initiatives. In such a case, all agency briefs will be managed by the Communications Office.

CHAPTER SEVEN

PUBLICATION OF PROMOTIONAL MATERIALS

RATIONALE

The purpose of this policy is to ensure high quality, visual consistency and a strong connection to the NDMA brand across all IEC materials representing the Authority. The objective is to ensure consistent application of strategies to promote and protect the NDMA brand; Consistent voice; all information follows NDMA design and editorial standards; provide in-house expertise; the Authority is efficiently leveraging its advertising investments and finally to minimize both internal and external miscommunication.

External audiences refer to all stakeholders who are not within the employ of NDMA and will include, but are not limited, to the general public or Development Partners.

Policy

7.1 All NDMA image publications and external audience communications must be designed and produced and/or pre-proved (prior to production) by the Communications Office.

7.2 All officers preparing publications (newsletters, booklets, fliers, programme brochures, posters and signs), advertisements, (both electronic and prints), photographs, web pages and audio-visual presentations intended for an external audience should first contact the Communications Office for guidance and assistance to ensure compliance with policy procedure and efficiency in the production process.

7.3 All final publications must be reviewed and approved by the Communications Office. This includes the approval of all text, messages, design, photographs, graphic representations and artwork.

7.4 The NDMA logo must be prominently displayed on all material that represents the organisation.

7.5 Where the event is co-sponsored and the promotional material displays several logos, the NDMA logo shall be displayed prominently. Where the NDMA is a major player, the Authority's logo shall be displayed on the left side of the promotional material if the document is one-dimensional.

7.6 Business Cards: Business cards are unique. They serve to introduce both the individual and the Authority, and NDMA's cards have been designed with that in mind. They have a distinctive look that is consistent with the Authority's overall visual identity program. They also follow a standardized format. Printing of business cards must therefore be approved by the Communications Office.

Please remember the following before submitting your work for printing:

All publications, brochures, etc. that will be distributed externally and/or utilize the NDMA logo must be reviewed by the Communications Office prior to submitting for printing to ensure consistency of messaging and adherence to the Authority's graphic and visual identity standards.

CHAPTER EIGHT

RECORDINGS AND VIDEO PRODUCTION

Rationale

The purpose of this policy and procedure is to establish the responsibility for oversight and the procedures for producing NDMA promotional recordings and videos. This policy intends to ensure that NDMA recordings and videos contribute positively to the NDMA brand image, prevent inconsistent message and meet the highest production standards in the most cost-effective manner.

Policy

8.1 Although it would be advisable to have all productions reflect the Authority's identity and quality, the use of the NDMA identity does not include print and television news crews covering stories on the NDMA.

8.2 In order to ensure that NDMA videos and recordings contribute positively to the NDMA brand image, prevent inconsistent message and meet the highest production standards in the most cost-effective manner, production of promotional videos shall be coordinated through and approved by the Communications Office. This will include productions intended for public presentations and for television broadcast or online.

8.3 All work (raw source material and final product) produced for this purpose shall become the permanent property of the NDMA and shall be considered to be copyrighted materials of the Authority.

8.4 The Communications Office is responsible for maintaining an archive of NDMA photos and videos for use in publications and on websites.

8.5 All approved video productions are required to use NDMA logos and graphic standards as outlined in the *brand standards guide*.

8.6 Any request by an outside movie or video production company to film on any NDMA offices or projects shall be referred to the Communications Office.

NOTE:

Attendance at an NDMA function shall be deemed to constitute an agreement to NDMA's use and distribution, now and in the future, of the attendees' image or voice in photographs, videotapes, electronic reproductions, or audiotapes of the event.

Use of copyrighted music in any NDMA video, including video produced for distribution on the web or broadcast television, is prohibited.

CHAPTER NINE

INFORMATION COMMUNICATION TECHNOLOGY

For detailed protocols, policies and procedures governing ICT within the Authority, kindly refer to the **NDMA ICT Policy**.

9.0 Website

9.0.1 The NDMA World Wide Web Home Page (<http://www.ndma.go.ke>) is an official publication of NDMA.

9.0.2 The NDMA website is our main tool for communicating with our external stakeholders and the general public. To this end, the quality and content on the website must be managed to ensure that stakeholders and the public are provided with valid and relevant.

9.0.3 The web is NDMA's face to the world. Its role is to position the Authority as the premier Government agency in matters of drought management and mitigation of the effects of climate change in Kenya. The primary purpose of the web is public communication and awareness creation.

9.0.4 Unless otherwise indicated, all materials appearing on the website, including text and photographs, are copyrighted and cannot be reproduced without written permission from Communications Office.

9.0.5 The Communications Office shall, in conjunction with the ICT team, manage all content uploaded on the website. All officers will liaise with the Communications and ICT team on how to manage content for the website.

9.1 Email Communication

9.1.1 The NDMA Email service can be accessed anywhere by:

1. Clicking on the Staff webmail from the NDMA home page
2. Opening in OUTLOOK while in the office premises

9.1.2 All official communication by staff shall be done through the NDMA email addresses. All salutations and conclusion of the email must be formal and with the decorum of an official letter or memo. eg Dear Sir, Dear Madam or Dear *Name/official title e.g. Director/CEO/CDC* etc

9.1.3 Contact information at the foot of an official email is generally considered by recipients as an official position of that entity. Consequently, it is not an avenue for championing personal or religious beliefs or agenda. Therefore, a lot of thought must be engaged before writing the footer. ***The rule of thumb is that, apart from the official telephone number of the employee, any other information (e.g. slogan or mottos) in the footer shall be undertaken by the IT team. The footer (which shall be changed from time to time) shall be an avenue of projecting the overarching goal of the NDMA and its mandate.***

9.2 Unethical use of Email

9.2.1 Email is now the most popular communication tool in the professional environment. However electronic communications, because of their specific nature, raise a number of ethical issues thus need for enforcement of email policies.

9.2.2 The Authority considers as **unethical** the access, storage and dissemination of material that is inappropriate or illegal such as;

- language, messages, or other material that are fraudulent, obscene, abusive, derogatory, or inflammatory
- material that is pornographic or sexually explicit
- material promoting sexual exploitation, discrimination, racism, hate, or violence
- information concerning gambling, drugs or weapons
- material which violates copyright or intellectual property rights

9.2.3: Disclosure of address for harmful purposes: This refers to disclosure of someone else's e-mail address for harmful purposes such as subscribing the address owner to an online newsletter or to an advertisement site, with a view to have him/her receiving spam, and eventually making his/her mailbox unmanageable.

9.2.4: Ambiguity: Do not draft ambiguous emails to avoid or create delays, cause confusion, or mislead recipient(s).

9.2.5: Broadcasting: Broadcast is a cause of friendly spam that occurs when someone sends a message to too many addressees, including those who might have only a marginal interest in the content of the e-mail. This creates overload, demonstrates poor self-confidence and lack of respect towards the recipients.

9.2.6: Misuse of "CC:": Avoid CC: (or BCC:) unless it is absolutely necessary. Other than being offending, this behaviour may often be construed as a lack of professionalism and self-confidence.

9.2.7: Unnecessary debates: Avoid starting an email conversation and pursuing it for too long. Email is a poor communication channel for debating, in particular when issues are complex, emotional or when correspondents don't know each other well.

9.2.8: Denial (of receipt): Avoid intentional claims of not receiving email messages as excuse for not completing tasks.

9.2.9: Delay: Do not intentionally delay delivery of a message with the intention of depriving intended recipient with time-critical information, with a view to have them lose an opportunity, face, or credit.

9.2.10: Fast Forward: Avoid forwarding the whole content of a message (including the historical elements of the discussion still visible at the bottom of the message), to a third party, e.g. a recipient who was not involved in the thread. This action may generate embarrassing situations.

9.2.11: Forgery: Forgery occurs when someone voluntarily modifies the meta-information of a message before forwarding it, by modifying the date, time, author, subject, routing, list of recipients of the message, with the purpose to abuse the recipient(s).

9.2.12: Gossip: Gossip should never be transmitted in writing via e-mail. And in particular, gossip shouldn't be broadcast.

9.2.13: Grammar: The purpose of official email is to communicate properly. Poor grammar in this written form of communication may create misunderstanding and may also be considered a lack of respect to the recipient(s).

9.2.14: Humour: While humour can be a great stress buster in the workplace, it should be used in moderation and with a lot of sensitivity. Note that one person's humour might be offensive to others.

9.2.15: Masquerading: Use of someone else's email account, without permission, to send messages, for the purpose of deceiving the recipient(s) by pretending to be the owner of the account, is illegal and a form of identity theft.

9.2.16: Misquoting: This refers to the recipient of a message altering and using part of it, without clearly indicating the modifications (deletions, replacements, adjunctions), with a view to transform the original message of the sender for whatever reason. Modifications in messages should be clearly indicated.

9.2.16: Reply to all: This function is justified in some cases but unnecessary in most communications. It should, therefore, be used with restraint to avoid server overload.

9.2.17: Silence: Silence refers to deliberately failing to answer to someone else's email communications with a view to give offence, or simply to ignore requests from the other person.

9.3 Internet and Social Media

9.3.1 NDMA provides access to the World Wide Web for all of its employees as a privilege and in many cases a necessity to meet the responsibilities of their job. This includes the use of social networking sites, and access to an array of wikis and blogs.

9.3.2 Each employee is reminded that when he or she blogs, contributes to a wiki or accesses a social networking site with an NDMA email address, the employee is, as a matter of fact, a representative of the NDMA and must therefore act accordingly. That means an employee will access such sites as Facebook or LinkedIn, Myspace to communicate with friends, partners and professional colleagues in matters related to their professional responsibilities.

9.3.3 Employees who intend to use an NDMA email account (in their professional capacity) to access social media sites must get written approval from the DSS upon advice from the IT Section. The written application for use of the NDMA address will be first approved by the DTS before it is forwarded to the IT section. The IT section will then liaise with the DSS for the final approval who shall bear the final responsibility.

(It shall be considered gross misconduct (liable for disciplinary action) when an employee opens such sites using NDMA email without due process. Contributions to social media on personal matters using an NDMA address is be forbidden)

9.3.4 In addition, staff using an NDMA address to create or post comments to blogs or wikis, or who reference their professional affiliation to NDMA, should include this disclaimer:

“The comments and or postings on this site are my own and do not necessarily reflect NDMA’s opinion, strategies or policies”.

9.3.4 Some activities that would **NOT** be considered acceptable uses of the Internet from an NDMA account include, but are not limited to:

- Posting items anonymously or under a pseudonym
- Conducting personal social relationships unrelated to NDMA activities
- Using and creating an account with dating and/or matchmaking sites
- Engaging in partisan political fundraising activity
- Engaging in online gambling
- Posting comments or writing blogs that are obscene or untrue
- Using social networking sites or blog postings to harass others
- Selling goods or services for personal financial profit

9.3.5 If NDMA member of staff wishes to use personal email accounts on social networking sites, wikis or to maintain a blog, the Authority encourages its employees to keep the following in mind:

1. **Blog at your own risk:** When you air your personal opinions via a blog or a social networking site, you are legally responsible for your commentary. Outside parties actually can pursue legal action against you for postings. Please note that NDMA will not indemnify an employee for anything she or he writes on a wiki or blog, either under the NDMA Email account or a private one. Furthermore, NDMA reserves the right to take personnel action against any employee who uses the Internet with Authority equipment or email addresses for illegal or inappropriate activities.
2. Social network, wiki and blog postings may generate media coverage—be prepared to attract media interest. In the event that an employee’s comment has elicited media interest, observe the NDMA policy, summarized below, for fielding queries from reporters.
 - Be thoughtful and accurate in your posts regarding the NDMA and colleagues. All employees can be viewed as representatives of NDMA—even if they use non-NDMA addresses. The reason is that being an NDMA officer can add significance to your postings/comments.
 - Be discreet, respectful, gracious and as accurate/factual as you can be in any comments or content you post online. Take particular care of spelling, punctuation and grammar—it DOES reflect on you professionally, as well as on the Authority.
 - Blogs and wikis often attract the attention of reporters and you may find a member of a media outlet, whether print, broadcast or Internet site, contacting you for additional comment about a subject in your postings or area of expertise. ***The Communications Office strongly urges staff to refer all such media queries directly to the Communications Office prior to responding to such queries. Queries directed to staff must be handled in collaboration and consultation with the Communications Office.***

CHAPTER TEN

GOVERNMENT RELATIONS

The Communications Office is available to assist staff in preparing for any meetings with elected or appointed government officials, and appreciates advance notice of any visit by such officials to the Authority.

10.1 Staff members who meet with elected or appointed officials as independent citizens should not represent themselves as stating official positions of the Authority. Those wishing to advocate on the behalf of the NDMA during a personal visit with a government official should consult with the Director, Resource Mobilisation and Advocacy or the Communications Office for assistance with preparation and clarification of NDMA positions.

10.2 Coordination of messages to government representatives is the key to effective government relations. Inquiries from government officials and their representatives to visit or utilize NDMA facilities should be referred directly to DSS since this is an administrative matter.

10.3 All enquiries on technical issues will be referred to the DTS.

10.4 Where the matter at hand is relating to advocacy and/or resources, the matter should be addressed by the DRM&A

CHAPTER ELEVEN

INTERNAL COMMUNICATION

An employee is the most critical asset of an organisation. Consequently, effective internal communication is essential in enabling the NDMA achieve its corporate goal and mission.

RATIONALE

Internal communication standards aim to clearly set out the commitments designed to improve communications within the Authority.

OVERVIEW

Internal communication standards set out a number of key commitments to effectively manage communication with employees. Internal communication is a two-way process and every employee should be aware of their responsibility to actively engage in the communication process.

It is not the intention of these standards to describe all methods of internal communication. The standard simply sets out the baseline that will be expected of all employees. Other forms of communication namely email and internet described in preceding chapters will supplement those described below where appropriate.

POLICY

11.1 All employees should receive information that is important to them to carry out their jobs and operate effectively within the Authority. This shall be communicated either by the directors or delegated to the managers or supervisors.

11.2 All communication should be relevant, consistent and free from jargon (unless among professional peers) and shared within the appropriate time.

11.3 Employee briefings are the method by which management communicates corporate and local issues to employees. The M&PRM shall from time to time brief employees on matters of a general nature upon instruction from management.

11.4 Managers will meet with employees to discuss work progress, issues and suggested improvements every (Senior management to give final schedule)

11.5 Management shall encourage employees to engage in the communication process by providing feedback on aspects of their employment by contributing to the Employee survey every years. (Senior management to give final schedule)

11.6 Management shall encourage employees to provide feedback by contributing to an exit interview on leaving the NDMA. (HR to come up with a policy on this)

11.7 Members from the senior management team will from time to time visit county offices to get feedback from employees at the county level.

CHAPTER TWELVE

BRANDING AND VISIBILITY PLAN

The NDMA, as the premier Government agency in drought management, should have its image imprinted both physically and mentally within communities that the Authority is implementing interventions.

Rationale: The policy will ensure proper usage of the NDMA brand at all times for visual identity and overall visibility which are critical for the Authority since communities will not only be able to identify with the Authority but also endear development partners.

Policy:

12.1 CDCs and Technical managers are responsible for giving adequate publicity to the intervention/action/project that they are implementing.

12.2 Before initiating an intervention/action/project, a budgeted communication and visibility plan should be prepared as an annex to the original proposal. However, communication activities should only focus on achievements and the impact of the intervention/action/project, not on administrative and procedural milestones.

12.3 Before engaging in any information, branding, or visibility activity, CDCs, Technical managers and implementing partner (where third party organisations are involved) should contact the NDMA Communications Unit. The Communications Unit will provide information on intellectual property rights issues and physical positioning of the brand symbols on promotional material.

12.4 Where the action/project/intervention is being implemented by a third party, the NDMA graphic identity must enjoy an equally prominent place and size as that of the implementing partner.

12.5 Press Releases:

12.5.1 A press release shall be issued at the start of all actions/projects/interventions. The choice of whether to use local, national or international media will depend on the size and level of interest generated by the action/project/intervention.

12.5.2 Where an implementing partner launches the press release in the context of the action/project/intervention, it should liaise with the Communications Unit at the NDMA.

12.5.3 Where the NDMA launches the press release, the relevant department must provide all necessary technical information that would allow the Communications Unit to do so.

12.5.4 The general policy is that implementing agencies should not issue press releases and make public statements unless cleared with the NDMA.

12.5.5 In the context of actions/projects/interventions implemented with international organisations, where the NDMA plans to issue a press release focusing on the action/project/intervention, it should liaise with the relevant international organisation for similar clearance.

The press release should incorporate NDMA flag, mention that funding was provided by NDMA and mention the amount of NDMA funding.

12.5.6 Where finances are from another development partner, the press release should clearly indicate the relationship between the partner and the NDMA.

12.5.7 If a press conference is planned, the press release should include the name of an NDMA personality who will be present at the press conference if appropriate.

12.5.8 The release should be dated at the top and should also indicate when the information may be released. Generally, journalists prefer to be able to use the release immediately; in this case 'for immediate release' should be written at the top of the document. However, it is sometimes appropriate to embargo the release until, for example the publication of financial figures. In this case, a sample expression such as 'not to be used before 10:00, October 15' should be included at the top of the document.

12.5.9 A news worthy press release should contain: a heading, a strong leading paragraph summarizing the essential facts, the main body of the story, quotes, some background information and contact details for further information.

12.5.10 The press releases should be kept to one side of an A4 page whenever possible; if it is longer 'more follows' should be written at the bottom of any subsequent page. At the end of the document make sure to write 'END'.

12.5.11 After 'END' the press release should at least provide the name of one person whom the journalists can contact for more information. Where possible, both work and a home telephone number and email should be provided.

12.6 Press Conferences

The invitations should bear an NDMA logo and at the press conference itself, an NDMA backdrop banner should be displayed.

12.7 Press Visits

Group visits by journalists to project sites may offer additional visibility opportunities. Such visits should be well timed and focus on tangible achievements. Where appropriate, groups of visiting journalists should be accompanied by representatives of NDMA namely from the Communications Unit and relevant technical department.

12.8 Leaflets, Brochures and Newsletters

Publications such as leaflets, brochures and newsletters can be useful in communicating the results of an action to specific audiences. Leaflets can provide basic factual information and the address (such as mailing address or website) where further information can be found. Brochures can go into greater detail highlighting the context, including interviews with stakeholders, beneficiaries and so on. Newsletters are characterized by their regularity, and can be used to inform on the progress of action/project/intervention. This is useful, for example for infrastructure, projects, training programmes, and so on, where the impact of an action/project/intervention can be appreciated over time.

12.8.1 Publications should always be tailored to the audience in question, and focus on the intended results of the action/project/intervention, not the financial and administrative details.

12.8.2 Texts should be short and simple, and photographs used where possible to illustrate the action/project/intervention and its context. If possible, photographs should be of the people involved in the action/project/intervention rather than the officials responsible for its management.

12.8.3 In general, all material produced in paper form should also be made available in electronic form, so that it can be sent by email and posted on a website. For material in paper form distribution capacity, (mailing lists) should be considered.

12.8.4 All leaflets and brochures should incorporate the basic elements of the NDMA visual identity i.e. the logo, and project details, contact, name, addresses, telephone, fax and email.

12.8.5 Leaflets and brochures produced by a contractor and/or implementing partner must also incorporate a definition of the NDMA. Furthermore, in those cases, the cover page must clearly identify the action as being part of an NDMA-funded action/intervention. Copies including electronic copies of the publications should be made available to the Authority.

12.9 Project Website

12.9.1 As a general rule, all actions/projects/interventions will use the NDMA website for communication to external audiences online.

12.9.2 If the action/project/intervention is designed to have a long life, and will give rise to significant material that could be communicated on a website, (photographs of the evolution of the action, short interviews, material for the press etc.), it may be agreed in the communication and visibility plan to establish an independent website related to the action/project/intervention.

12.9.2 In this case, the site should be established in close cooperation with the NDMA Communications Unit to ensure coherence and provide links to the relevant NDMA sites.

12.9.3 At the end of the action, the website should be copied into CD-ROM and transmitted to the Authority for possible further use in its general communication activities and for archival purposes.

12.10 Display panels

12.10.1 Infrastructure-related actions/interventions funded by the NDMA shall be identified as such by means of display panels describing the action/project/intervention. The display panels describing the action/project/intervention should be clearly visible so that those passing are able to read and understand the nature of the action/project/intervention.

12.10.2 The display panels should be erected beside access routes to the site where action/project/intervention is taking place from start of action until six months after its completion.

12.10.3 The shape size and dimensions of panels will vary depending on the amount of information that needs to be conveyed, and whether the panel is intended to be portable or permanent. Low-cost panels can be made using self-adhesive lettering and a well-positioned NDMA logo in the upper left hand corner.

12.10.4 Where funding for the action/project/intervention is sourced from a donor, the visibility of the donor will be part of the display panel and information on the funding arrangement clearly spelt out.

12.10.5 Where an action/project/intervention is being implemented by a contractor or external implementing partner, specific arrangements should be made with contractor or implementing partners on their respective visibility.

12.11 Commemorative plaques

12.11.1 Permanent commemorative plaques are an effective way of acknowledging the involvement of the NDMA in the construction or planning of permanent structures such as water harvesting equipment/structures, classrooms, hospitals, bridges, etc.

12.11.2 As part of the opening ceremony of permanent structures erected with NDMA funding or co-funding, contractors, implementing partners should place a permanent plaque in the most visible part of the structure, such as main entrance or in front of the structure.

12.11.3 When appropriate the plaque could contain the following sentence. "This [name of the structure] was funded by NDMA and logo placed underneath it.

12.11.4 Where financing of the action/intervention is from another donor outside of the NDMA but the implementation is within the ambit of the Authority, the following sentence should be used: "This [name of the structure] was implemented by NDMA through financial support of [name of financing organisation]".

12.11.5 When the contractors and/or implementing partners consider it appropriate to add the logo of a partner organisation on the plaque, it should be positioned in the lower right hand-corner, and the NDMA should be in the lower left corner.

12.12 Banners

Banners should be produced when specified in the communication strategy of an action. They are intended to act as backdrop for special events such as inaugurations and conferences.

12.13 Vehicles, Supplies and Equipment

12.13.1 All vehicles belonging to the NDMA should be clearly identified and must carry the NDMA logo.

12.13.2 Unless otherwise agreed with the NDMA, any supplies or equipment delivered under an NDMA funded action/intervention should be clearly identified and should feature prominently the NDMA and the mention; "**Provided with the support of the NDMA**".

12.14 Promotional Items

12.14.1 Promotional items should be distributed when specified in the communication strategy of an action/intervention. All kinds of promotional items (such as T-shirts, Caps and pens etc.) can be produced by implementing partners and/or contractors as supporting material for their information and communication activities in the framework of their action/intervention.

Before taking any decision on the production of such items, the Communications Unit at the NDMA should be consulted.

12.14.2 The promotional items produced should be clearly identified with the NDMA logo, and if possible carry the words “**National Drought Management Authority**” and key messages and key phrases. The Communications Unit will provide samples of key messages and phrases.

12.14.3 On certain promotional items (e.g. Pens, and banners), where it is not possible to include key messages in their entirety, at least the NDMA logo should appear, followed by a key phrase to be agreed by the NDMA.

12.15 Photographs

Photographs showing the progress of all actions/interventions should be taken where appropriate to document the progress of actions and events related to these (their launch, visits by NDMA officials, and so on) so that they can be used in communication materials.

12.16 Picture Selection

12.16.1 Where possible, the communication and visibility plan should make provisions for the use of a professional photographer on a regular basis to illustrate the evolution of an action/intervention.

The photos chosen should be those which will best illustrate the results and impact of the action/intervention, and should match any written material

12.16.2 People involved in the action/intervention i.e. beneficiaries should be the focus of the photographs, not the officials involved in managing the action/intervention, in holding meetings about the issue and so on.

12.17 Picture archives

12.17.1 As a general rule, digital photography should be used in order to facilitate reproduction on websites and other information material (for producing printed materials, 300 dpi is minimum quality standard).

12.17.2 The digital photos should be sent to the Communications Unit at the NDMA Headquarters

The digital photos should all have a caption below the photo containing:

- Identification of the subjects in the photo.
- What the photo is all about. What is the story behind the photo
- The name of the person that took the picture
- The name of the action to which the picture relates, its duration (e.g. 2004-2008) and the where it was taken.

12.17.3 The NDMA will be entitled to use or reproduce photos submitted to the above archives without payment of royalties.

12.18 Audio-visual productions

12.18.1 Audio-visual material maybe appropriate, but can be expensive to produce, so should only be prepared when there’s a realistic chance of being distributed by the media.

12.18.2 However, small video clips can be produced very simply for displaying on websites, or publicity material.

12.18.3 As with all material the productions should acknowledge the NDMA support, by featuring the NDMA logo at the beginning and at the end of the clip.

12.18.4 Duplicates in the final distribution format and in professional formats should be sent to.

- The NDMA Communication Office.

12.18.5 Unless otherwise specified in the relevant contract/ agreement, the broadcast should be sent to the NDMA Communication Unit.

12.19 Public Events and Visits

12.19.1 Organising a public event (or participating in an event organized independently from the action/intervention, for example by NDMA officers) may offer excellent opportunities for generating interest in an action's particular achievements. Such events can include conferences, workshops, seminars, fairs, and exhibitions.

12.19.2 Those attending NDMA funded training courses, conferences, seminars, fairs, exhibitions and workshops should be made aware that the NDMA is financing the event. The NDMA logo should appear on all the material. Depending on the circumstances the opportunity should be taken to display the NDMA logo/banners in meeting rooms.

12.19.3 High level visits by high ranking government officials or political leaders are an excellent communication opportunity-through press releases, press conferences, events and through public diplomacy such as photo opportunities when visiting a project site.

12.19.4 The NDMA Communications team should be closely involved in the preparation and implementation of such events, including contacts with the media.

12.20 Information Campaigns

12.20.1 Large actions/interventions can support the organising of an information campaign during the lifetime of the action. Such campaigns can raise the visibility of the action and the NDMA by promoting discussion of the issues around an action, such as drought early warning, food security, public health, the environment and so on.

12.20.2 Such a campaign requires adequate resources in terms of management and should always be coordinated with NDMA headquarters.

12.21 Visibility for Specific Types of Action

Specific activities maybe more appropriate to some types of action than others.

12.21.1 Provision of supplies and equipment

12.21.1.1 This type of action can particularly lend itself to communication activities, given the clear link between the substance of the action and visible improvement in the functioning of, for example, a building or a piece of infrastructure.

12.21.1.2 Where the impact of the action is significant in an area likely to arouse public interest, the media should be alerted to the possibility of a photo opportunity when the supplies arrive in the county. The media should be alerted at installation, first operation etc.

12.21.2 Infrastructure related Action

12.21.2.1 Physical infrastructure actions (water pans, boreholes, buildings etc) or other interventions which are tangible in nature offer the greatest opportunity for significant communication activities, given the direct impact the intervention is likely to have on improving people's lives. This is valid regardless of whether NDMA is directly providing the funding for the construction, rehabilitation or running of the action.

12.21.2.2 Aside from static visibility activities such as signs and other visible indications, communication activities can be aimed at explaining the impact of the action on improving people's lives- safer transport, warmer housing, better schooling, cleaner water etc.

12.21.3 Technical assistance actions and studies

Since this type of action can be very technical in nature, involving policy advice, or may require a certain degree of confidentiality, particular care will be given in selecting communication activities.

12.21.4 Grants

Given the small size of many grant-aided actions (as compared to, for example infrastructure actions) communication activities maybe smaller in scale and/or more focused on or are restricted group of people. Nevertheless, due to their proximity in the beneficiary population, they can be extremely helpful in demonstrating the added value of the NDMA support.

12.21.5 Budget support

This manual is not designed for budget support operations eg routine immunization or livestock vaccination. Nonetheless, information and communication measures should be foreseen as part of the accompanying measures. It is recommended that the contractor or implementing partner involved with these accompanying measures liaise closely with the NDMA to define an appropriate communication strategy.