



REPUBLIC OF KENYA



PUBLIC SERVICE
COMMISSION

PUBLIC SERVICE COMMISSION COMMUNICATION AND BRANDING STRATEGY (2020-2024)

Reform, Perform, Transform Kenya



PUBLIC SERVICE COMMISSION

COMMUNICATION AND BRANDING STRATEGY
(2020-2024)

©PSC 2020

The Secretary, Public Service Commission of Kenya

P.O. Box 30095, 00100, Nairobi, Kenya

Harambee Avenue, Nairobi, Kenya

Telephone: +254 (020) 2223901-5, 2227471-5

Fax: +254 (020) 2214791

Mobile: +254-724-253807, +254-724-253807,

+254-735-800282, +254-735-800282

Email: psck@publicservice.go.ke

Call Centre 020 4865000

PREPARED BY

PUBLIC SERVICE COMMISSION IN
COLLABORATION WITH CAUSE IMPACT LTD



PUBLIC SERVICE
COMMISSION

VISION

A Citizen-Centric Public Service

MISSION

To transform the public service for efficient and effective service delivery

CORE VALUES

Citizen Focus, Professionalism, Innovation and Teamwork

CONTENTS

ABBREVIATIONS AND ACRONYMS	5
FOREWORD	6
EXECUTIVE SUMMARY	7
CHAPTER 1: INTRODUCTION	9
Background	9
Mandate	9
Functions and Powers Of The Commission	9
Commission's Vision, Mission, and Core Values	10
Rationale for the Communication Strategy	10
CHAPTER 2: SITUATIONAL ANALYSIS	12
Introduction	12
Key findings	12
Literature Review	12
Media Content Analysis	12
Digital Audit	12
Knowledge, Awareness and Perception Survey	13
Strengths, Weaknesses, Opportunities, and Threats	13
Stakeholder Mapping and Analysis	14
Introduction	16
Objectives and Rationale of the Communication Strategy	16
Strategy Matrix	17
CHAPTER 4: STRATEGY IMPLEMENTATION AND COST IMPLICATION MATRIX	24
CHAPTER 5: CRISIS COMMUNICATION PLAN	33
Introduction	33
Escalation Framework:	33
Incident Response Team	34
Roles and Responsibilities	35
Crisis Management Process	35
Do's and Don'ts	37
Maintaining an Effective Response Plan	37
CHAPTER 6: MONITORING AND EVALUATION	38

ABBREVIATIONS AND ACRONYMS

ADR	Alternative Dispute Resolution
C & QA	Compliance and Quantity Assurance
CEO	Chief Executive Officer
CSI	Corporate Social Investment
CSR	Corporate Social Responsibility
FAQ	Frequently Asked Questions
FPRSK	Fellow, Public Relations Society of Kenya
HR	Human Resource(s)
HRMD	Human Resource Management and Development
ICT	Information, Communication, Technology
IEC	Information, Education and Communication
KAP	Knowledge, Attitudes and Perceptions/Practices
KSG	Kenya School of Government
MGH	Moran of the Order of the Golden Heart
MTP	Medium-Term Plan
PM & SDI	Performance Management and Service Delivery Improvement
SMS	Short Message Service
SWOT	Strengths, Weaknesses, Opportunities & Threats

FOREWORD



The Public Service Commission is an independent Commission established under Article 233 of the Constitution of Kenya. The Commission's mandate includes establishment and abolition of offices, provision of competent human resources, promotion of good governance, and ensuring efficiency and effectiveness in the provision of quality services in the public service.

In pursuance of its constitutional mandate, the Commission is implementing a strategic plan that focuses on improving performance, professionalism and productivity through a citizen-centric approach to service delivery. Indeed, the Public Service Commission Strategic Plan (2019-2024) has put the citizen at the centre of all Commission decisions and designed programmes and activities prioritising service delivery. The Commission developed this communication and branding strategy in collaboration with Cause Impact Limited to support the Strategic Plan's execution and the achievement of its vision and mission. The significance of the citizen-centric approach is that insights from the citizen precede decisions and programmes, and teamwork and collaboration are observed across the Public Service. This calls for credible and timely information flow across PSC's stakeholder base, the most important stakeholders being the citizens.

This strategy, therefore, provides guidelines for effective communication to ensure the success of the Strategic Plan. The guidelines will ensure that there is adequate, relevant and timely public disclosure as mandated by the Constitution, and that the Commission engages the citizen in execution of programmes and activities, and improves the coordination and collaboration of the Public Service in delivering quality services. The development of this strategy took a participatory approach that resulted in an all-inclusive document whose implementation will require the support of all stakeholders. As a Commission, we are aware that implementation of a communication strategy is an expensive undertaking. However, we are committed to ensuring its full implementation through stakeholder partnerships and collaborative frameworks that will benefit the citizens of our great country, Kenya.

On behalf of the Commission, I wish to acknowledge the Adhoc Committee on Communication led by Commissioners Andrew Muriuki and Salma Ahmed for providing strategic leadership in the preparation of this document, the Commission Secretary/CEO Mr Simon Rotich for administrative facilitation and the communication team led by Deputy Director of Public Communication Mr Browne Kutswa for the technical input and coordination. It is my sincere hope that the adoption of this communication and branding strategy will go a long way to professionalize the Commission's communication systems, facilitate the attainment of a citizen-centric public service and accelerated development, and ultimately ensure Kenyans enjoy high quality of services offered by the Government.

Stephen K. Kirogo, FPRSK, MGH
Chairman,
 Public Service Commission

EXECUTIVE SUMMARY

The Public Service Commission (PSC) has the overarching goal of achieving a citizen-centric public service by transforming the public service for efficient and effective service delivery to Kenyans. This vision is guided by the PSC Strategic Plan (2019-2024) anchored on Kenya's development agenda outlined in the Kenya Vision 2030, Medium Term Plan III (MTP III), and the Big Four Agenda. The plan emphasizes a citizen-centric approach to improve citizen engagement and participation in PSC programmes and activities.

Recognising the need for effective communication to support the Strategic Plan's effective delivery, the Commission has developed a communication and branding strategy to provide guidelines for effective stakeholder communication, brand positioning, and visibility. This strategy was developed through an extensive participatory process that involved the Commission, the Secretariat management and staff, members of the Public Service, and the citizens. The process involved reviewing documents, stakeholder consultation interviews for internal and external stakeholders, media content analysis, digital assets audit, and consultative workshops.

The Communication Strategy is anchored on improving information flow and communication with the citizenry and within the Public Service. The strategy aims to promote awareness of the PSC mandate, programmes, and activities in all stakeholder groups - especially the citizens. Additionally, it provides guidelines for PSC communication to improve the coordination of stakeholder activities and service delivery. This strategy's conceptual framework is based on an informed citizenry and stakeholders, empowered for meaningful engagement in Public Service programmes.

This document presents the Communication Strategy in six chapters. **Chapter One** lays out the constitutional mandate of the Commission and its functions and powers. This chapter also highlights the vision and mission that the Commission has set out to achieve in its strategic plan. The purpose of the Communication Strategy and its importance in supporting the Strategic Plan's execution to achieve a citizen-centric public service is also discussed.

Chapter Two contextualises the Commission's operational environment and presents the methodology of strategy development and the key factors that affect the Commission's communication as identified from the various analyses, including a SWOT analysis. The chapter provides a stakeholder mapping and outlines their expectations as drawn from the Strategic Plan.

The key communication issues identified relate to inadequate knowledge on PSC mandate, programmes, and activities among stakeholders - especially the citizen; inadequate stakeholder engagement (especially the citizen), inadequate funding of communication activities, inadequate feedback mechanisms for 2 way communication both internally and externally, inadequate use of modern and quick communication technology and negative stakeholder perceptions and myths due to the negative perception about government.

Chapter Three introduces the planned interventions by presenting the key communication objectives. These interventions will be implemented to achieve the following objectives: enhancement of internal stakeholder engagement for effective service delivery, raising the profile of the Commission to improve visibility among stakeholders; sensitisation and awareness creation of PSC's mandate among the stakeholders - especially among citizens; influence a positive change in values and behaviour among the Public Service and the external perceptions about the Commission; and attract sustainable partnerships and collaborative opportunities in implementing PSC programmes. The chapter then provides a strategy matrix of the planned tactics, outputs, outcomes, impact, assigns role responsibility, and the indicative cost of implementation.

The strategy presents the implementation matrix of the communication interventions discussed in the previous chapter **in Chapter Four**. This chapter offers a basket of communication activities under each objective. The matrix presents the planned tactics, outputs, outcomes, impact and assigns role responsibility. In the implementation, the Commission will develop annual work plans based on the basket of activities and funding availability. The success factors in implementing the strategy include an optimal and well-staffed communication structure, collaboration among stakeholders, goodwill from management, mobilisation of adequate resources, and appropriate monitoring and evaluation. Additionally, the chapter provides the indicative cost of implementation based on overall estimates from case comparisons.

The Crisis Communication Plan is presented in **Chapter Five**. It provides a standard template, guidelines, and protocols to be followed in the occurrence of an organisational crisis. The chapter highlights the organisational risks that could occur, analyses their probability of occurrence, and provides the mitigation strategy to limit their occurrence and protocols to manage the crisis, including the escalation framework.

Finally, in **Chapter Six**, a Framework for Monitoring and Evaluation of the strategy is presented, detailing the key outputs and outcomes, the performance indicators to be measured under each objective, and the measurement and data collection methodology. The M & E reports will evaluate implementation outcomes and provide recommendations for necessary adjustments in the annual work plans and the strategy review.

CHAPTER 1: INTRODUCTION

Background

The Public Service Commission is a constitutional body established under Article 233 of the Constitution of Kenya. It is the oldest constitutional Commission with a mandate which has expanded over the years. The Commission is composed of a chairman, vice-chairperson, and seven commissioners appointed by the President with the approval of Parliament. Members of the Commission are appointed for a six-year non-renewable term.

Mandate

The mandate of the Commission is spelled out in Articles 234, 155(3)(a), 158(2)(3) and (4), 171(2), 230(2)(b) and 236 of the Constitution. This includes establishment and abolition of offices, provision of competent human resources, promotion of good governance, and ensuring efficiency and effectiveness in providing quality services in the public service.

In discharging the mandate, the Commission is guided by the values and principles in Articles 10 and 232 of the Constitution, Public Service Commission Act of 2017, Public Service (Values and Principles) Act, 2015, and other relevant legislation.

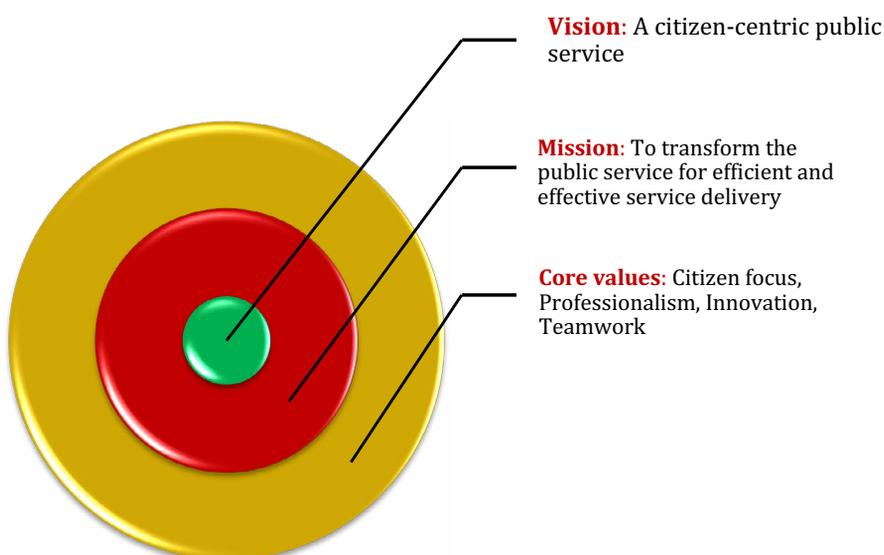
FUNCTIONS AND POWERS OF THE COMMISSION

The functions and powers of the Commission are set out in Article 234 of the Constitution and the enabling legislation as follows:

1. Subject to the Constitution and legislation:
 - (i) Establish and abolish offices in the public service; and
 - (ii) Appoint persons to hold or act in those offices and to confirm appointments.
2. Exercise disciplinary control over and remove persons holding or acting in those offices.
3. Promote the values and principles referred to in Articles 10 and 232 throughout the public service.
4. Investigate, monitor, and evaluate the organization, administration, and personnel practices of the public service.
5. Ensure that the public service is efficient and effective.
6. Develop human resources in the public service.
7. Review and make recommendations to the national government regarding conditions of service, code of conduct, and qualifications of officers in the public service.
8. Evaluate and report to the President and Parliament on the extent to which the public service complies with the values and principles referred to in Articles 10 and 232.
9. Hear and determine appeals in respect of county governments' public service.
10. Nominate persons to the Judicial Service Commission and Salaries and Remuneration Commission under Articles 171(2) and 230(2){b} respectively.
11. Recommend persons to be appointed as Principal Secretaries under Article 155(3)(a);
12. Receive and process petitions for the removal of the Director of Public Prosecutions and recommend the appointment of a tribunal to investigate the complaints under Article 158(2) (3) and (4);

13. Receive petitions for removing the Registrar and Assistant Registrars of political parties under Section 37 of the Political Parties Act.
14. Protect public officers against victimization and discrimination while discharging their duties under Article 236 of the Constitution.
15. Recruit and select Vice-Chancellors, Deputy Vice-Chancellors of Public Universities and Principals and Deputy Principals of Constituent Colleges, under the Universities Act, 2012 (No. 42 of 2012) section 35(1) (a)(v) as amended in the Statute Law (Miscellaneous Amendments) Act 2018; and
16. Perform any other functions and exercise any other powers conferred by national legislation

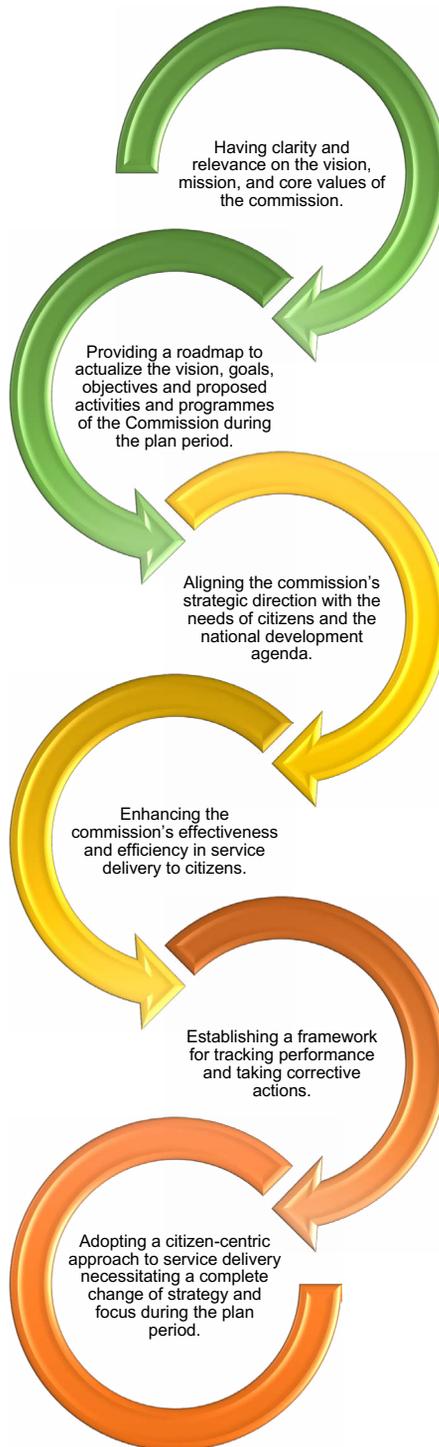
Commission's Vision, Mission, and Core Values



Rationale for the Communication Strategy

The Public Service Commission and Branding Strategy 2020-2024 is intended to support the Commission's Strategic Plan implementation. Communication weaves through the entire process of strategy development and implementation, and it is a key success factor for the Strategic Plan 2019-2024. The Commission launched the new Strategic Plan, whose strategic goal is to transform the public service for efficient and effective service delivery.

The Strategic Plan will enable the Commission to direct its efforts and resources to the needs and interests of the citizens by:



CHAPTER 2: SITUATIONAL ANALYSIS

Introduction

The communication strategy was developed through a participatory and analytical process conducted on the Commission's operational environment. It involved reviewing existing literature, key among them being the Strategic Plan (2019-2024). Knowledge, Awareness, and Perception (KAP) survey to assess the internal and external communication in PSC, media content analysis, and digital audit to establish media coverage and the Commission's social media presence was conducted as part of the situation analysis.

Key findings

Literature Review

The review gave insight into the organisation's operations, the stakeholders involved, their previous modes of engagement, and the communication challenges.

Key findings were:

- Inadequate stakeholder engagement - especially citizens
- Inadequate partnerships and collaborations that limit opportunities for brand visibility, communication, and implementation of programmes
- Inadequate funding of communication activities
- Inadequate feedback mechanisms for both internal and external audiences

Media Content Analysis

Tailored online monitoring tools were used to extract key issues in PSC media coverage by examining the language, tonality, frequency, and other accompanying factors through which PSC stories are published on different media platforms. Media content analysis established that there was low media coverage of PSC activities. Most of the media items are job adverts pushed and paid for by the Commission itself.

Digital Audit

The audit assessed PSC digital platforms on aspects of stakeholder engagement. This activity also considered the use of online tools and expert observation to determine how PSC's owned digital media are used.

The key findings of the audit were:

- Low social media engagement
- PSC social media platforms mostly reached male audiences in the 24-34 age bracket.
- Low website visits and engagement

Knowledge, Awareness and Perception Survey

This tool was used to collect insights about and from stakeholders, both external and internal. The key findings were:

Staff	Public servants	Citizens
<ul style="list-style-type: none"> Feedback mechanism is not effective Communication breakdown in downward information flow Directorates work in silos, hence difficult to synergise efforts and awareness on projects 	<ul style="list-style-type: none"> Perception of the organisation's poor response to emerging issues Perceptions of unfairness in promotions 	<ul style="list-style-type: none"> Limited knowledge about the commission (including confusion between PSC vs Ministry of Public Service & Gender) Limited knowledge of PSC brand in terms of vision/mission and brand colours Negative perceptions about the Commission (Public Service and Perceptions of poor customer service

Strengths, Weaknesses, Opportunities, and Threats

<h3>STRENGTHS</h3> <ul style="list-style-type: none"> Established under the constitution which gives it credibility to perform its mandate Supportive board Competent and committed staff Evident internal teamwork Equity in appointments and promotions Continuous training of staff Wealth of experience in human resource management Accessible website Adequate workforce and resources for communication activities Friendly staff within the service delivery departments 	<h3>WEAKNESS</h3> <ul style="list-style-type: none"> Unintegrated ICT System Lack of a research framework Inaccessibility of the commission's services in some parts of the country Weak collaboration and partnerships Inadequate use of social media platforms Lack of effective stakeholder feedback mechanisms Ineffective stakeholder engagements
<h3>OPPORTUNITIES</h3> <ul style="list-style-type: none"> High number of educated youth in Kenya Advance ICT infrastructure in the country Conducive social media environment Goodwill by Kenya public and political class Membership and active participation in regional and international organization Devolution and decentralization of services 	<h3>THREATS</h3> <ul style="list-style-type: none"> Disparities in Government terms and conditions of service Corruption and fraud Escalating wage bill Labour unrests Negative perception by the public on the culture and systems of the public service Data insecurity affecting government institutions

Stakeholder Mapping and Analysis

STAKEHOLDER ANALYSIS -Table Summary

Stakeholder	Stakeholder Expectation	Commission Expectation
1. Citizens	<ul style="list-style-type: none"> Efficient and effective public services Fairness in the distribution of internship and volunteer opportunities Representation of all diverse communities Good governance and ethical behaviour of public servants Equitable distribution of employment opportunities Timely delivery and access to public services 	<ul style="list-style-type: none"> Qualified Kenyans will apply for jobs when they are advertised Comply with regulations and guidelines of the Commission Receive objective feedback from the people of Kenya Make representations to the Commission. Participate in the vetting process for appointments
2. Ministries, Department, Agencies, and State Corporations	<ul style="list-style-type: none"> Commission to determine regulations for discharge of human resource function Set ethical standards and enforce rules of conduct Supply qualified and competent human resource for State departments Set competitive terms and conditions of service for the Civil Service Ensure representation of Kenya's diverse communities Facilitate placement of interns and volunteers in the public service 	<ul style="list-style-type: none"> To comply with PSC regulations and decisions To comply with the national values and principles of governance and values and principles of public service. To efficiently and effectively utilize resources. Commitment to high performance and productivity Provide prompt, effective, and efficient services to citizens A representative public service Provide opportunities for interns and volunteers
3. County Governments	<ul style="list-style-type: none"> Provide technical support and capacity building Hear and determine appeals from counties expeditiously. Share best practices 	<ul style="list-style-type: none"> Request for capacity building and technical support on a need basis Compliance with PSC decisions on hearing and determination of appeals Comply with shared human resource norms and standards
4. Parliament	<ul style="list-style-type: none"> Implement constitutional mandate Report on the discharge of the Commission's mandate Report on compliance with values and principles in Articles 10 and 232 Prudent management of financial resources 	<ul style="list-style-type: none"> Allocate adequate funds for the Commission's operations Enact legislation and regulations to support the Commission's functions
5. Judiciary	<ul style="list-style-type: none"> Implement court decisions Adherence to provisions of relevant legislation Utilize ADR mechanisms 	<ul style="list-style-type: none"> Expedite the hearing and disposal of cases in courts Interpretation of Laws
6. Labour Unions	<ul style="list-style-type: none"> Comply with Collective Bargaining Agreement Protect the interest and rights of public officers Regular review of terms and conditions of service Uphold fair labour practices Involvement in the review of terms and conditions of service Provide an institutional framework for employer-employee engagement Utilize ADR mechanisms 	<ul style="list-style-type: none"> Comply with Collective Bargaining Agreements Comply with court decisions Submit to ADR processes Utilize industrial disputes resolution mechanisms
7. Academic, Training, and Research Institutions	<ul style="list-style-type: none"> Provide linkage between the academia and the public service Facilitate industrial attachment and internship opportunities Provide complementary data and information Partners in applied research, policy formulation, and policy advocacy 	
8. KSG	<ul style="list-style-type: none"> Partnership in curriculum development, training, research, and policy formulation 	
9. The Media	<ul style="list-style-type: none"> Openness, transparency, and ease of access to information 	

Stakeholder	Stakeholder Expectation	Commission Expectation
10. Commissions and Independent Offices	<ul style="list-style-type: none"> • Cooperation and partnership 	
11. Commission Staff	<ul style="list-style-type: none"> • Competitive terms and conditions of service • Protection in the discharge of official duties • Commitment to staff welfare • Conducive work environment • Adequate and equitable exposure, training, and development opportunities 	
12. Private Sector	<ul style="list-style-type: none"> • Efficient and effective public services • Structured Public Private Partnership initiatives • Fair distribution of available business opportunities • Uphold the values and principles in Articles 10 and 232 and the Public Officer Ethics Act, 2003 • Involvement in policy-making process • Publish and publicize information on the discharge of the Commission's mandate 	<ul style="list-style-type: none"> • Provide timely, effective, efficient, and quality services • Uphold the national values and principles of governance • Participate in policy-making process • Engage in structured Public-Private Partnership processes
13. Civil Society Organizations & NGOs	<ul style="list-style-type: none"> • Efficient and effective public services • Publish and publicize information on the discharge of the Commission's mandate • Prudent management of public resources • Compliance with the national values and principles of governance; and values and principles of the public service • Uphold the objects of the Commission • Uphold integrity, transparency, and accountability in the discharge of the Commission's mandate • Structured framework for engagement and collaboration 	<ul style="list-style-type: none"> • Participation in policy-making processes. • Prompt submission of information. • Regular consultations and engagements. • Exercise fair and ethical oversight • Structured framework for engagement and collaboration
14. Professional bodies	<ul style="list-style-type: none"> • Support continuous professional development for professionals in the public service • Collaborate with professional associations in the enforcement of professional codes of practice • Involvement in policy-making 	<ul style="list-style-type: none"> • Continuous Professional Development • Promote professionalism • Enforce compliance with professional codes of practice • Participate in policy-making
15. Development Partners	<ul style="list-style-type: none"> • Prudent management of public resources • Ethical conduct • Transparency and accountability 	<ul style="list-style-type: none"> • Regular consultations and engagements • Cooperation and partnerships • Support Commission's programmes and projects • Technical assistance in programmes
16. Regional and International Bodies	<ul style="list-style-type: none"> • Cooperation, collaboration, and partnership • Structured framework for engagement and collaboration 	<ul style="list-style-type: none"> • Benchmark on best practices • Share knowledge and experiences. • Exchange programmes

CHAPTER 3: COMMUNICATION STRATEGY

Introduction

Communication is expected to play a critical that will ensure the Commission's citizen-centric goals and aspirations as provided in the Strategic Plan are achieved. In this regard, the Communication and Branding Strategy will be implemented through a coordinated and collaborative stakeholder engagement approach to cause the active involvement of key stakeholders in its programmes. The strategy will also guide the development of communication plans that address specific stakeholder needs.

Objectives and Rationale of the Communication Strategy

Objective	Type of Engagement	Rationale
To enhance internal stakeholder engagements for the effective delivery of PSC's mandate.	Internal	Elaborate and effective internal communication channels will enable cooperation and coordination among internal stakeholders to aid the execution of the commission's mandate.
To raise PSC's corporate brand profile by improving its visibility to key stakeholders through diverse communication platforms.	External	Following the rebranding of the Commission, visibility of the new corporate image is necessary to distinguish the Commission from MDAs and other Commissions that have a complementary mandate to PSC.
To attract sustainable partnerships and collaborations for the execution of PSC's activities.	External	Inadequate exchequer funding for communication activities requires innovative ways, partnerships, and collaborations to bridge the deficit.
To sensitise and create awareness of PSC's mandate to elicit citizen engagements in the commission's activities.	External	Frequent and consistent engagement with the citizens will enhance their involvement in the Commission's activities.
To influence a positive change of behaviour, values, and perception in the Public Service.	External	Reinforcement of positive Knowledge, Attitudes and Perceptions (KAP) of public servants

Strategy Matrix

Category	Key Message	Tactic	Channel	Output
Objective I: To enhance internal stakeholder engagements for the effective delivery of PSC's mandate.				
Stakeholders: PSC staff, PSC management, affiliate HR departments, PSC board,				
Employee relations	Each employee of the Commission is integral to the achievement of PSC's goals and objectives.	Annual planning meeting	End of Year Staff Get-together forum	Annual work plans, Meeting minutes
	Our joint success is hinged on your professionalism and collective initiative towards efficient service delivery for Kenyans.	Regular staff meetings to ensure all staff are up to date with the operations of the organisation	Meetings	Staff meeting minutes, Weekly work schedules
		Capacity building/team building	Workshop/ training and staff retreats	Workshop reports, Needs Assessment report.
		Staff induction	Workshops	Skills evaluation report, Induction material
		Monthly newsletter	Intranet, Social media, mail chimp	E-newsletter
Objective II: To raise the profile of PSC's corporate brand by improving its visibility to key stakeholders through diverse communication platforms				
Stakeholders: Media, citizens, civil society organisations and NGOs, and development partners				
Media Relations	PSC considers you a pertinent stakeholder to ensure the objectives of the commission are met	Quarterly meetings - Update meetings with the different stakeholders	Luncheons, press trips, press conferences, webinars	Meeting minutes, Stories aired or published.
		Celebrity/influencer endorsements, Presenter mentions.	Broadcast and social media platforms	Increased traffic on digital assets
		Media chill outs	Cocktail, luncheon, tour, training, excursion	Media coverage, Growth in the media database, Improved media relationships
		Media training – an opportunity to educate the media on PSC's programmes and mandate.	Breakfast, cocktail, lunch, dinner	
		Training in public speaking, media interview skills, and presentation and communication skills for Commission board and top management staff	Training workshop	Improved communication skills for spokesperson roles and media relations

Category	Key Message	Tactic	Channel	Output
		Media content generation	Press releases, advisories, success stories, factsheets, backgrounders, FAQs, Op-eds	
Citizen relations	The Public Service Commission (PSC) is responsible for promoting and safeguarding a merit-based, representative, and nonpartisan public service that serves all Kenyans in collaboration with stakeholders.	Visibility and publicity for the call centre	Broadcast and print advertisements, social media, website	Increase in call centre inquiries
Citizen relations		Live broadcasts and streaming.	Radio and television, Social media live stream- Facebook, Twitter. Podcasts	Live feedback calls, Better informed public, Stronger corporate brand.
		Townhall meetings	Live Instagram and Twitter	Report
		Corporate Documentaries featuring: <ol style="list-style-type: none"> 1. The journey the Commission has traveled since 2010 when it became an independent Commission; 2. Public Service Commission Strategic Plan 2019-2024; 3. Entrenching a value culture featuring a state of values and principles in the public service; 4. Public Service Internship Program; 5. Ensuring diversity through recruitment and selection process of persons in the public service; 6. Transformation agenda in the public service inspired by the mantra REFORM, PERFORM, TRANSFORM KENYA. 	YouTube, Twitter, website, Facebook	Documentaries

Category	Key Message	Tactic	Channel	Output
		How-To video productions: Short video clips on how to apply for a public service job online; internship application procedure; disciplinary and appeals procedure in the public service; filing and submission of financial disclosures by public servants in MDAs, etc		Video clips
		Learn-in-a minute videos		Video clips
		Articulating the PSC mandate and success stories through creative music and dance video productions		
		A customer journey (service charter) video on what a citizen seeking services from public institutions should expect.		Short video clips
		Exhibitions and Expos	Events	Event report
Public Relations (Media/citizen/government/employee/investor relations)	Our corporate image and brand are the face of public service.	Set up a branded briefing/conference room for brand optical effect.		Branded venues and branding items; Brand Manual
		Brand manual		
		Office branding - The look and feel should communicate the brand promise.		
		PSC branded materials - To raise the profile of the Commissions corporate image		
		Rebranding event	Social media, broadcast media, breakfast/cocktail/lunch	Increased visibility, publicity, and awareness
		Brand ambassador engagement	Broadcast media, social media, stakeholder events	Increased traffic on digital assets, increased media coverage.

Category	Key Message	Tactic	Channel	Output
Objective III: To elicit sustainable partnerships and collaborations for the execution of PSC's activities				
Stakeholders: Development partners, civil society and NGOs, private sector, professional bodies, county governments				
Government Relations	County governments are a key driver for PSCs stakeholder interaction at the grassroots level.	Endorsements by respected individuals and institutions	Broadcast and social media	Increased traffic on digital assets and media outlets
		Open-air stakeholder forums (Policy talks)	Live Instagram and Twitter	Accessibility to PSC's activities
	Promoting National Development Agenda is our goal.	Citizen feedback platform	Contact centre	Increased call centre activity
		Monthly newsletters	Website, Social media, mail chimp	Number of Subscriptions/ Increased stakeholder enquiries
Public relations	Partnerships are crucial for the sustainability of PSC's communication activities.	Courtesy calls	CEO visits, PSC management visits	A memorandum of understanding/ Partnership agreement
		Webinars	Zoom, Teams, Google Meet	Number of participants
		Shared calendar of activities	Email, google calendar, website, Outlook.	Synchronized and costed annual work plans
		Mentorship Programme	Rotational campus visits/revised curriculum	Enhance interest of graduates in Public Service
		Partnership and collaboration proposals to development partners, including funding support		
Objective IV: To sensitize and create awareness of PSC's mandate to elicit citizen engagements in the commission's activities				
Stakeholders: Citizens, media, county governments, local administration				
Citizen relations	PSC is open to receive information that can facilitate active citizen involvement and participation in its programs	Digital infomercials and posts	Sponsored content – how-to videos; Learn-in-a minute videos	Citizen engagement and participation
		Advertisements and notification for job opportunities and appointments; Public Service Announcements	Print and electronic media; Social Media; Public Noticeboards	Visibility of PSC's programs

Category	Key Message	Tactic	Channel	Output
		Opinion-Editorials	Print media	Increased awareness and visibility of PSC
		PSC magazine	Online	
		PSC speaker talk show engagement	Electronic media; Social media – Facebook, Twitter, Instagram	
		IEC materials - Posters, calendars, brochures, fliers, FAQ's	Notice boards, offices, reception areas	
		Periodic PSC spokesperson chat	Social media platforms	
		Corporate Social Responsibility (CSR) and Corporate Social Investment (CSI)	Tree planting, Heart Runs, Beyond Zero Marathon	Increased awareness of PSC
		Branding	Brand collaterals	Increased visibility of PSC brand
Objective V: To influence a positive change of behaviour, values, and perception in the Public Service				
Stakeholders: Public servants, citizens, media, civil society, prospective public servants, retired public servants				
Citizen relations	Public Service values and principles and their Importance	Publicize (i) annual evaluation report on the Status of the Public Service Compliance with the Values and Principles in Articles 10 and 232 of the Constitution; (ii) PSC Annual Financial Report;	Print and electronic media; Social media: Webinars	Entrenchment of a value culture in the Public Service;
	Citizens as the focus of efficient and effective public service delivery	Behaviour Change through hashtag campaigns - #MtumishiNiMimi #ProudPublicServant, #UtumishiBora campaign Behaviour Change Campaigns through Music and Drama Festivals	Trophy sponsorships and invigilation during schools and colleges Music and Drama Festivals	Improved professionalism in public services delivery
	Reliable and trustworthy public servant	An online campaign by public servants on their social media platforms.	Social media	

Category	Key Message	Tactic	Channel	Output
	<p>If you want to be the best, public service is where you should be</p> <p>Efficient service delivery promotes national development.</p>	<p>Testimonials - Public servants and interns from different sections can give their best experience working with PSC</p>	<p>Public Service Week; website; social media</p>	<p>Visibility and publicity of civil servants' work</p>
		<p>Leverage retired public servants' experiences for profiles to inspire current and prospective ones.</p>	<p>Testimonials in the newsletter; website-articles and videos</p>	
		<p>Media training, public speaking, presentation, and communication skills for Commission board and top management</p>	<p>Training workshop</p>	<p>Improved communication skills for spokesperson roles and media relations</p>
		<p>Public Servants Blog - A platform for Public Servants to share articles on topical issues, innovations</p>	<p>Online Blog</p>	<p>Visibility and publicity of civil servants' work</p>
	<p>Outstanding worker recognition</p>	<p>Community week/day (CSI)</p>	<p>Online platforms; Magazine (Utumishi Magazine); Public Service Journal</p>	
		<p>Demonstrating concern for community issues, e.g., cleaning the streets, visiting a children's home, to reinforce the citizen-centric image of public service and the commission</p>		
		<p>Public Servants Magazine</p>		
	<p>Public servants' opinions, experiences, and professionalism counts</p>	<p>Journal of public administration- to highlight progress in different MDAs and generate topical conversations</p>		
		<p>Annual PSC Communication Forum/meeting for and across MDAs and state corporations to regularly reflect on best practices and lessons learned.</p>	<p>E-magazine, Website/, PSC microsites</p>	<p>Synergised communication work plans</p>

Category	Key Message	Tactic	Channel	Output
Public Service Efficiency Campaign				
	Value proposition: Serving the public gives me a golden opportunity to demonstrate honour, commitment, and trust	Induction programme	Video Broadcast, Social media, Website, Intranet, Blog, Events, Fliers, Brochures	
		Incorporating PSC into Huduma Centres		
		Mentorship Programme in institutions of higher learning		
		Have the 3 value propositions (Honour, Commitment, and Trust) clearly highlighted on the Email e-signature, letterheads, website, banners		
		Public Blog where citizens give feedback on service delivery experience in MDAs		
		Public-Private Partnerships (PPPs) to sensitise on values of Honour, Commitment and Trust		
		Public Service Incentive Programme to reward exemplary service and encourage a culture of efficiency and effectiveness in service delivery	Online platforms; Public Service Excellence Awards Scheme	
		Wall of Fame honouring the best Public Servant in MDAs in line with PSC values	Public Service offices countrywide	
		Training in organisational culture and values	Capacity Building workshop	

CHAPTER 4: STRATEGY IMPLEMENTATION AND COST IMPLICATION MATRIX

Strategy	Tactic	Outputs	Performance Indicators	Outcomes	Impact	Lead Responsibility	Timeframe Year					Indicative Budget
							1	2	3	4	5	
Objective 1: To enhance internal stakeholder engagements for the effective delivery of PSCs mandate												
Employee relations	Annual Planning Meeting	Annual Work Plans, meeting minutes	No. of meetings held, No of activities implemented	Improved coordination of PSC's activities	Effective delivery of PSC mandate	PSC staff and Management						20,000,000.00
	Bi-weekly staff meetings	Staff minutes, weekly work schedules	No. of meetings held, No. of activities implemented			PSC staff and Management						4,000,000.00
	Capacity building workshops and team-building retreats	Workshop Reports, Needs Assessment report	No. of meetings held, No. of team-building activities implemented.	Improved capacity to implement PSC's activities		HRMD						50,000,000.00
	Civil servant induction exercise	Skills Evaluation Report, Induction material	No. of inductions held, No of induction material distributed	Increased knowledge on the public service mandate, principles, and values, including their progress and outcomes		HRMD, PM&SDI						3,000,000.00
	Monthly newsletters	E-Newsletter	No of newsletters distributed, No of subscriptions to the newsletters			Public Communication Division						1,000,000.00

Strategy	Tactic	Outputs	Performance Indicators	Outcomes	Impact	Lead Responsibility	Timeframe Year					Indicative Budget
							1	2	3	4	5	
Objective II: To raise PSC's corporate brand profile by improving its visibility to key stakeholders across diverse communication platforms.												
Media Relations	Quarterly meetings	Meeting minutes	No. of meetings held	Improved knowledge and visibility of PSC brand	Recognition of PSC's corporate brand and mandate	Public Communication Division						3,000,000.00
	Influencer endorsement/ Presenter mentions	Increased traffic on digital assets	No of social media posts, No of presenter mentions, No of likes, retweets, or shares Reach of social media posts			Public Communication Division						2,000,000.00
	Media chill-outs	Media coverage	No. of chill-outs held, No. of journalists invited.			Public Communication Division						3,000,000.00
	Media training	Meeting report	No of trainings held, No of journalists trained, Scope of media relations training			Public Communication Division						1,000,000.00
	Media content generation	Media coverage	No of media houses offering coverage, No of press releases distributed			Public Communication Division						1,000,000.00
Citizen Relations	Call centre publicity	Increase in call centre Inquiries	No of incoming calls and inquiries			Public Communication Division						2,000,000.00

Strategy	Tactic	Outputs	Performance Indicators	Outcomes	Impact	Lead Responsibility	Timeframe Year					Indicative Budget
							1	2	3	4	5	
	Live broadcast shows	Live feedback calls	No of incoming calls and inquiries			Public Communication Division						0.00
	Town Hall Meetings	Report	No. of town hall meetings held, No. of attendees in the town hall meetings, No. of counties covered.			Public Communication Division PM&SDI						100,000,000.00
	Documentaries and short video clips	Documentaries and short video clips	Viewership of documentaries and short video clips, No of downloads from website, No of engagement on social media			Public Communication Division						5,000,000.00
	Exhibitions and Expos	Events	No of exhibitions and expos held, No of participants			Public Communication Division						500,000.00
Public Relations	Office branding	Branded venue	Level of office branding			Public Communication Division						*As dictated per unit cost
	PSC branded material	Branded items	No of branded items distributed, No of PSC branded events			Public Communication Division						10,000,000.00
	Rebranding event	Rebranding event, event report	No of participants, Level of media coverage, No of hits	Publicity, visibility, and awareness		CEO Public Communication Division						5,000,000.00

Strategy	Tactic	Outputs	Performance Indicators	Outcomes	Impact	Lead Responsibility	Timeframe Year					Indicative Budget
							1	2	3	4	5	
	Brand ambassador engagement		No of broadcast shows attended, No of social media posts and following			Public Communication Division						5,000,000.00
Objective III: To elicit sustainable partnerships and collaborations for the execution of PSC's activities												
Government Relations	Endorsements	increased traffic on digital assets and media outlets	No of endorsements	Improved partnerships and collaborations	Efficient and coordinated implementation of PSC's mandate	Board, CEO, PM&SDI, Public Communication Division						2,000,000.00
	Open-air stakeholder forums	Accessibility to PSC's activities	No. of forums held No. of participants			CEO, PM&SDI, Public Communication Division						12,000,000.00
	Online stakeholder forums	Engagement in PSC's activities	No. of forums held, No. of participants			CEO, All Directorates						2,000,000.00
	County PSC representatives	Increased call centre activity	No of incoming calls and inquiries, No of PSC representatives employed			HRMD, Legal, Public Communication Division						0.00
	Online Monthly Newsletters	Number of Subscriptions/ Increased stakeholder enquiry of PSC activities	No of newsletters distributed, No of subscriptions to the newsletters			Public Communication Division						-
Public Relations	Courtesy call from CEO	A memorandum of understanding/ Partnership agreement	No. of courtesy calls held, No. of agreements garnered			CEO, Public Communication Division						400,000.00

Strategy	Tactic	Outputs	Performance Indicators	Outcomes	Impact	Lead Responsibility	Timeframe Year					Indicative Budget
							1	2	3	4	5	
	Online seminar	Number of participants	No of webinars held, No. of participants			All Directorates						200,000.00
	Shared calendar of activities	Synchronised annual costed Work Plans	No. of joint activities, Level of engagement of diverse departments (stakeholders)			All Directorates						0.00
	Mentorship programme in institutions of higher learning	Enhance interest of Graduates in Public Service	No. of mentorship programmes conducted, No. of graduates enrolled into the public service.			PM&SDI, HRMD, Public Communication Division						6,000,000.00
Objective IV: To sensitise and create awareness of PSC's mandate to elicit citizen engagements in the commission's activities.												
Citizen Relations	Digital infomercials and posts	Engagement	No. of engagements	Improved involvement in PSC's activities	Citizen-driven PSC activities	Public Communication Division						2,000,000.00
	Adverts on television and radio	Visibility of PSC's activities	No of adverts aired, No of media houses that have conducted the adverts, Level of reach of the adverts			Public Communication Division						16,000,000.00

Strategy	Tactic	Outputs	Performance Indicators	Outcomes	Impact	Lead Responsibility	Timeframe Year					Indicative Budget
							1	2	3	4	5	
	Op-Eds	Enquiries on the PSC, E- feedback forms (website), Visibility of PSC's activities	No. of Op-Eds done, Level of reach, No. of magazines published, No. of subscriptions, No. of talk shows involved, (Level of reach), Frequency of talk shows conducted, No. of posters made, No. of posters distributed and set up, No. of spokesperson chats held			Public Communication Division						0.00
			(Level of reach Level of engagement)									
	Online PSC magazine					Public Communication Division						4,000,000.00
	PSC Speaker talk show involvement					Public Communication Division						0.00
	Posters on FAQs					Public Communication Division						1,000,000.00
	PSC spokesperson chat on social media					Public Communication Division						0.00

Strategy	Tactic	Outputs	Performance Indicators	Outcomes	Impact	Lead Responsibility	Timeframe Year					Indicative Budget
							1	2	3	4	5	
	Annual CSI activities	Cooperation	No of CSI activities, No of participants			CEO, Public Communication Division, and Partners						8,000,000.00
Objective V: To influence a positive change of behaviour, values, and perception in the Public Service.												
Citizen Relations	Behaviour Change Campaigns	Enhanced interest in Public Service Improved professionalism in the Public Service	No. of behaviour change campaigns, No. of participants	Positive behaviours, values, and perceptions in Public Service	Professionalism in the Public Service encompassing the key values of honour, commitment, and trust	C&QA, Public Communication Division						8,000,000.00
	Testimonials	Visibility and publicity of civil servants' work	No. of testimonials documented.			HRMD, PM&SDI, Public Communication Division						1,000,000.00
	Community week/day		No of community weeks held, No. of participants			CEO, Public Communication Division						80,000,000.00
	Public Servants Blog	Visibility and publicity of civil servants' work	No. of posts done, No. of views and subscriptions.			Public Communication Division						0.00
	Training in Communication	Improved professionalism in the Public Service	No. of trainings conducted, No. of participants			HRMD, Public Communication Division						6,000,000.00
	Wall of Fame/ Annual award scheme	Visibility and Publicity of civil servants' work	No. of awards given, No. of award events conducted.			PM&SDI, HRMD						24,000,000.00

Strategy	Tactic	Outputs	Performance Indicators	Outcomes	Impact	Lead Responsibility	Timeframe Year					Indicative Budget
							1	2	3	4	5	
Public Servants relations	Induction programme	Enhanced grasp of values and principles guiding public service	No of staff interns inducted through the revised programme			PM&SDI, HRMD						10,000,000.00
	Public Service Outreach Forums	Visibility on the work done and collection of ideas on how to better execute different mandates by different organisations in the Public Service	No. of events conducted, No of public servants involved/ participating in events			Board, CEO						100,000,000.00
	Mentorship Programme	Enhanced interest among the youth/ students to join the Public Service	No. of mentorships programmes undertaken, No of mentees,			PM&SDI, HRMD						12,500,000.00
	Incorporating values into Email e-signature on the letterhead, website, banners	Visibility of the different values by the organisation	No. of organisational referrals.			C&QA, ICT, Public Communication Division						0.00
	Public Blog	Improved alignment of PSC activities to public expectations/ recommendations	No. of posts done			C&QA, ICT, Public Communication Division						0.00

Strategy	Tactic	Outputs	Performance Indicators	Outcomes	Impact	Lead Responsibility	Timeframe Year					Indicative Budget
							1	2	3	4	5	
	Online training on values	Improved professionalism in the Public Service	No of trainings held, No. of participants in training sessions.			C&QA, HRMD, PM&SDI						2,000,000.00
	Incentives		No. of awards given			C&QA, HRMD, PM&SDI						1,000,000.00
	Wall of Fame		No. of awards given			C&QA, HRMD, PM&SDI, Public Communication Division						100,000.00
	Advocate through Public-Private partnership	Enhanced interest and understanding of what to expect from the Public Service by citizens	No of PPPs garnered			PM&SDI, Public Communication Division						300,000.00

CHAPTER 5: CRISIS COMMUNICATION PLAN

Introduction

This crisis communication plan is essential for emergency preparedness and response. The Public Service Commission's success is dependent, in part, upon its reputation. Having a solid crisis communication plan, which has been integrated into the overall communication strategy, can protect the organization from reputational damage.

This plan will do the following:

- define and assign the crisis team,
- outline roles and responsibilities of the crisis team,
- detail steps to be taken in a crisis, and
- indicate whom to contact, resources required, and procedures to follow.

Escalation Framework:

The framework below will be useful in determining the severity of a crisis.

The "description" column describes what constitutes a crisis and what actions must be taken in response. Also, include a few examples of what that crisis would look like. In the "action" column, mention teams or individuals who may act, such as Commissioners, CEO, legal, PR & communications team, social media team, and other executives.

Level	Description	Action
Level 1	<p>This is the highest level of crisis escalation and should involve an all-hands-on-deck approach.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Misconduct by top PSC employees • False allegations against the PSC by other organisations or individuals • Gross violations <p>The majority of the incidences here are directly invoked or affect the PSC staff and its operations.</p>	<ul style="list-style-type: none"> • PSC Board: Convene a board meeting to determine solutions • Legal Team, PSC CEO/Secretary, Communication team: Determine the rules and procedures that need to be considered, articulate their position to the Board, seek support from the board in articulating the PSC stand • Departmental Leads: Seek answers and facts from the teams involved in the incident; develop an incident report for submission to legal teams and board. • PSC Chairman to articulate PSC's position, flanked by Board members
Level 2	<p>This presents a moderate potential risk or impact on PSC's operations, success, and reputation.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Poor service delivery to stakeholders by some departments within the institution • Delayed uptake of interns and Public Servants • Public outcry on PSCs policies and procedures in executing its mandate • Government cuts on Public Service pay 	<ul style="list-style-type: none"> • CEO/ Secretary to articulate PSC's position • Corporate Communication to provide tactical advice on reputation management, organise, and facilitate media engagements

Level	Description	Action
Level 3	<p>This is unlikely to pose a long-term risk to or impact organisational operations, customer success, and/or company reputation, but the team should still be on the same page for responding.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Executive leave of absence, • Rumours of PSC job vacancies • Job cuts and redundancy • PSC merger with the Ministry of Public Service 	<ul style="list-style-type: none"> • Corporate Communication to take the lead spokes role; • Organize internal crisis meetings and mainstream the crisis communication plan • Legal department to provide legal guidance. • Human Resources: Staff mobilisation for meetings
Level 4	<p>This is where most “crises” will fall into. They tend to be slightly bigger versions of day-to-day issues that may need extra effort to be fully resolved or addressed.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Physical violence in the office • Verbal abuse among internal and external stakeholders involved with the PSC • Fake advertisements on job vacancies • PSC Website hacking • Angry remarks by stakeholders on PSC’s social media platforms 	<ul style="list-style-type: none"> • Corporate Communication: Articulate the position and status of the issue as well as planned steps towards the solution • Human Resource: Outline the key tenets of resource and expectations from staff

Incident Response Team

First Line of Defence

These are the key players that need to be informed of the PSC’s crises. They include:

- Ministry Liaison: Email and/or Phone Number
- Board Members: Email and/or Phone Number
- C.E.O: Email and/or Phone Number
- Legal Department: Email and/or Phone Number
- Group Email/Communication Method: Group Email, WhatsApp, Virtual Meeting, or joint teleconference call

Greater Response Team

These are key players who need to be engaged in level 3 or 4 of crisis incidences.

NB: Other departments or individuals not listed below may be brought in as needed. Teams that make up the greater incident response team will include the following:

- Communications
- Customer Support
- Legal
- Partner Communications
- Social Media
- Directors/Heads of departments
- Security
- ICT

Roles and Responsibilities

In a general crisis – regardless of escalation –each department will be responsible for several interventions.

NB: Feel free to add a row to include any other department that is right for PSC.

Team	Contact Name	Roles and Responsibilities
Communications	Name	Articulate the organisational position on issues
Legal	Name	Articulate and respond on legal matters as well as provide legal counsel
HR	Name	Articulate PSC employee guidelines and procedures
ICT	Name	Provide ICT incident report
Contact Centre	Name	Provide stakeholder feedback

Crisis Management Process

Phase 1: ALERT

If one is unsure what to do.

Alert systems:

- Escalate- Crisis response team contacts (SMS or call)
- Departmental WhatsApp Groups
- Email Server chats
- Social Media pages

Phase 2: ASSESS

Gather any available information, classify the incident via the escalation framework above, and prepare to take subsequent action.

Key assessment questions include:

- What happened
- Where and when?
- Who was affected?
- Who is involved?
- When did we learn about the incident?
- What is the impact?
- Is there any immediate danger?
- Do we understand the entire issue?

Phase 3: ACTIVATE

These tasks include incident response team communication, initial external messaging, gathering/ monitoring information, finding a meeting space, team check-in, etc.

To be determined by the PSC Crisis escalation teams:

Action Items	Responsible Party

Phase 4: ADMINISTER

These address the steps for any crisis, whether long-term or short-term.

Action Items	Responsible Party

Part 5: ADJOURN

Once the crisis has been mitigated, regroup as a team to go over your crisis management, response, and communication process. Consider what changes should be made and update this plan with those changes. Additionally, document exactly what the process was for this crisis, alongside any successes, learnings, or shortcomings. The team should work together to grade themselves on how this situation was handled.

Finally, if any outstanding issues need to be addressed, or if further monitoring of communication/ media is necessary, delegate individuals or departments to manage those tasks.

Action Items	Responsible Party

DO’S AND DON’TS

DO’S	DON’TS
<ul style="list-style-type: none"> • Review this document whenever a crisis comes up • Follow the procedures and guidelines. • Consult widely 	<ul style="list-style-type: none"> • Do not assume • Do not react spontaneously. • Get the full picture.

Maintaining an Effective Response Plan

To help ensure PSC’s crisis communication plan will be effective and current, take steps to keep the plan fresh and test your team’s ability to manage a crisis. This means editing this plan as needed, running mock-crisis war rooms on a set, and developing a training program for all crisis communication team members.

CHAPTER 6: MONITORING AND EVALUATION

Hierarchy of Objectives	Objectively verifiable indicators			Means of Verification		
Objectives	Indicators	Sources of information	Methods of data collection	Method of data analysis	Type of M&E activity	Frequency
Objective 1: To enhance internal stakeholder engagements for the effective delivery of PSCs mandate						
IMPACT: Effective delivery of PSC mandate	Level of involvement of PSC staff in communication activities, Level of knowledge and awareness of PSC's mandate/ activities among the external stakeholders, Level of employee satisfaction	Survey Report; Annual Report	Key Informant Interviews Structured Close-ended Questionnaire (Customer satisfaction surveys, Polls), Literature Review	Qualitative and Quantitative	Evaluate	Every 5 years
OUTCOME 1: Improved coordination of PSC's activities	Level of involvement of PSC staff in communication activities	Annual Report Activity Reports	Key Informant Interviews, Literature Review	Qualitative	Evaluation	Annual
OUTCOME 2: Improved capacity to implement PSC's activities	Level of skill sets and prowess (use), No. of financial resources allocated.	Skills Assessment Report Annual Report	Focus Group Discussions, Structured Close-ended Questionnaire	Qualitative and Quantitative	Monitoring and Evaluation	Annual
OUTCOME 3: Increased knowledge on the public service mandate, principles, and values, including their progress and outcomes	Level of knowledge and awareness among PSC staff	Survey Report	Key Informant Interviews	Qualitative	Monitoring and Evaluation	Annual
OUTPUTS:	No. of meetings held, No. of activities implemented.	Annual Work Plans, Annual Reports, Staff Minutes, Weekly work schedules	Literature review	Qualitative	Monitoring and Evaluation	Annual
	No. of meetings held, No. of team building activities implemented.	Workshop Reports, Needs Assessment report	Literature Review, Structured Questionnaire	Qualitative and Quantitative	Monitoring	Annual
	No. of inductions held, No of induction material distributed	Skills Evaluation Report, Induction material	Literature Review, Structured Questionnaire, Key Informant interviews	Qualitative and Quantitative	Monitoring	Biannual
	No of newsletters distributed, No of subscriptions to the newsletters	E-Newsletter	Digital Audit	Qualitative and Quantitative	Monitoring	Quarterly

Hierarchy of Objectives	Objectively verifiable indicators			Means of Verification		
Objectives	Indicators	Sources of information	Methods of data collection	Method of data analysis	Type of M&E activity	Frequency
Objective 2: To raise the profile of PSC's corporate brand by improving its visibility to key stakeholders across diverse communication platforms						
IMPACT: Recognition of PSC's corporate brand and mandate	Level of understanding of PSC mandate among stakeholders, Level of knowledge, awareness, and perceptions on PSC among stakeholders	Survey Report	Key Informant interviews, Focus Group Discussions, Structured Questionnaire	Qualitative and Quantitative	Evaluation	Every 5 Years
OUTCOME: Improved knowledge and visibility of the PSC brand	Level of understanding of PSC mandate among stakeholders, Level of knowledge and awareness on PSC brand emblems among stakeholders, Perceptions of the PSC among the stakeholders	Survey Report	Key Informant interviews, Focus Group Discussions, Structured Questionnaire	Qualitative and Quantitative	Evaluation	Annual
OUTPUTS: Meeting minutes	No. of meetings held	Meeting minutes	Literature Review		Monitoring and Evaluation	Annually
Social Media engagement	No of social media posts, No of presenter mentions, No of likes, retweets, or shares, Reach of social media posts	Digital Media Reports	Digital Audit	Quantitative and Qualitative	Monitoring	Monthly
Media relations	No. of chill-outs held. No. of journalists invited.	Media Relations reports and attendance register	Literature Review, Key Informant Interviews	Qualitative	Monitoring	Bi-Annually
Meetings - Trainings and Retreats	No. of trainings held, No. of journalists trained, Scope of media relations training	Meeting report	Literature Review, Key Informant Interviews	Qualitative	Monitoring	Annually
Media Coverage	No of media houses offering coverage, No of press releases distributed	Media Monitoring reports	Literature Review, Key Informant Interviews, Media Content Analysis	Quantitative and Qualitative	Monitoring	Quarterly
Increase in call centre inquiries	No of incoming calls and inquiries	Report	Literature Review	Qualitative	Evaluation	Annually
Live feedback calls	No of incoming calls and inquiries	Reports	Literature Review	Qualitative	Evaluation	Annually

Hierarchy of Objectives	Objectively verifiable indicators			Means of Verification		
Objectives	Indicators	Sources of information	Methods of data collection	Method of data analysis	Type of M&E activity	Frequency
Meeting Report	No. of town hall meetings held, No. of attendees in the town hall meetings, No. of counties covered.	Meeting Report	Literature Review, Key Informant Interviews	Qualitative	Evaluation	Annually
Viewership	Viewership of documentaries, No of downloads from website, No of engagement on social media	Digital Media Reports, Media Relations Reports	Digital Audit, Media Content Analysis, Website audit	Quantitative	Monitoring and Evaluation	Annually
Events	No of exhibitions and expos held, No of participants, Relevance of event content material to participants	Event Reports	Literature Review, Key Informant Interviews	Qualitative	Evaluation	Annually
Branded venue	Level of office branding	Annual Reports	Observation, Literature Review	Qualitative	Evaluation	Mid-term review
Branded items	No of branded items distributed, No of PSC branded events	Annual Reports, Activity Reports	Observation, Literature Review, Publications Audit	Qualitative	Monitoring and Evaluation	Annually
Objective 3: To elicit sustainable partnerships and collaborations for the execution of PSC's activities						
IMPACT: Efficient and coordinated implementation of PSC's mandate	Level of stakeholders' involvement in PSC activities	Annual Report, Survey Report, Activity Report	Literature Review, Structured Questionnaire, Focus Group Discussions	Qualitative	Monitoring and Evaluation	Annually
OUTCOME: Improved partnerships and collaborations	Number of activities accomplished through partnerships and collaborations, Number of resources allocated for implementation of PSC activities from partners	Annual Report, Activity Report	Literature Review	Quantitative	Evaluation	Annually
OUTPUTS: increased traffic on digital assets and media outlets	No of endorsements	Digital Media Reports, Media Content Analysis Reports	Literature Review, Key Informant Interviews	Quantitative	Monitoring	Monthly
Activity Report	No of forums held, No of participants	Activity Report	Literature Review	Quantitative	Monitoring	Monthly
Engagement in PSC's activities	No of forums held, No of participants	Activity Reports	Structured Questionnaire, Literature Review, Key Informant Interviews	Quantitative	Monitoring	Annually

Hierarchy of Objectives	Objectively verifiable indicators			Means of Verification		
Objectives	Indicators	Sources of information	Methods of data collection	Method of data analysis	Type of M&E activity	Frequency
Call Log	No of incoming calls and inquiries, No of PSC representatives employed	Call Logs, Activity reports	Literature Review	Quantitative and Qualitative	Monitoring	Quarterly
Subscriptions/ Increased stakeholder enquiry of PSC activities	No of newsletters distributed, No of subscriptions to the newsletters	Digital Reports - Website	Literature Review	Quantitative	Monitoring	Monthly
A memorandum of understanding/ Partnership agreement	No. of courtesy calls held, No. of agreements sealed.	Programme Reports	Literature Review	Quantitative and Qualitative	Monitoring	Quarterly
Webinar Analytics	No of webinars held, No. of participants	Webinar Analytics Reports	Literature Review	Quantitative	Monitoring	Annually Quarterly
Synchronised annual costed Work Plans	No. of joint activities, Level of engagement of diverse departments (stakeholders)	Activity Reports, Annual Reports	Literature Review, Structured Questionnaire, Focus Group Discussions	Quantitative and Qualitative	Monitoring	Annually
Graduate Enrollments/ Internships	No. of mentorship programs conducted, No. of graduates enrolled into the public service.	Graduate Enrollments/ Internships	Literature Review	Quantitative and Qualitative	Monitoring	Annually
Objective 4: To sensitise and create awareness of PSC's mandate to elicit citizen engagement in the commission's activities						
IMPACT: Citizen-driven PSC activities	Level of citizen involvement in PSC activities, Level of knowledge and awareness of PSC activities (per locale), <u>Level of accomplishment of joint activities</u>	Survey Report, Activity Report, Annual Report	Focus group discussions, Key Informant Interviews	Qualitative	Evaluation	Annually
OUTCOME: Improved involvement in PSC's activities	Level of citizen involvement in PSC activities, Level of knowledge and awareness of PSC activities (per locale), Level of accomplishment of joint activities	Survey Report, Activity Report, Annual Report	Focus group discussions, Key Informant Interviews	Qualitative	Evaluation	Annually
OUTPUTS: Activity Report	No of engagement	Activity Report	Literature Review	Qualitative	Monitoring	Annually

Hierarchy of Objectives	Objectively verifiable indicators			Means of Verification		
Objectives	Indicators	Sources of information	Methods of data collection	Method of data analysis	Type of M&E activity	Frequency
Activity Report	No of adverts aired, No of media houses that have conducted the adverts, Level of reach of the adverts	Annual Report Media Relations Report	Literature Review	Qualitative	Monitoring	Annually Quarterly
PSC Enquiry Log	No of Op-Eds done <ul style="list-style-type: none"> • (Level of reach), • No. of magazines published, • No. of subscriptions, • No. of talk shows involved. • (Frequency of talk shows conducted), • No. of posters made, 	Annual Report, Media Content Audit, Activity Report	Literature Review	Qualitative and Quantitative	Monitoring	Annually
PSC Enquiry Log	<ul style="list-style-type: none"> • No. of posters distributed and set up, • No. of spokesperson chats held • (Level of engagement) 					
Collaboration Agreements/ MoUs	No. of CSI activities, No. of participants	Annual Report	Literature Review, Key Informant Interviews	Quantitative	Monitoring	Annually
Objective 5: To influence a positive change of behaviour, values, and perception in Public Service						
IMPACT: Professionalism in the Public Service	Level of skill sets at use among PSC staff, Level of staff satisfaction	Survey Report Needs, Assessment Report	Focus group discussions, Key Informant Interviews	Qualitative	Evaluation	Annually
OUTCOME: Positive behaviours, values, and perceptions in Public Service	Level of stakeholder perceptions towards PSC's activities, Level of staff satisfaction	Customer Satisfaction Survey Report, Media Content Analysis Report, Digital Audit Report	Focus group discussions, Key Informant Interviews, Literature Review	Qualitative	Evaluation	Annually
OUTPUTS: Enhanced interest in Public Service; Improved professionalism in the Public Service	No. of behaviour change campaigns, No. of participants	Survey Report, Annual Report	Literature Review	Quantitative	Evaluation	Annually
Visibility and Publicity of civil servants' work	No. of testimonials documented.	Annual Report	Literature Review	Quantitative	Evaluation	Annually

Hierarchy of Objectives	Objectively verifiable indicators			Means of Verification		
Objectives	Indicators	Sources of information	Methods of data collection	Method of data analysis	Type of M&E activity	Frequency
	No of community weeks held, No. of participants	Annual Report	Literature Review	Quantitative	Evaluation	Annually
Synergised communication work plans	No. of forums held, No. of participants	Annual Report	Literature Review	Quantitative	Evaluation	Annually
Visibility and Publicity of civil servants' work	No. of posts done, No. of views and subscriptions, No. of awards given, No. of award events conducted.	Survey Report, Annual Report	Literature Review	Quantitative	Monitoring and Evaluation	Annually
Improved professionalism in the Public Service	No. of trainings conducted, No. of participants	Skills Assessment Report	Focus group discussions, Key Informant Interviews, Literature Review	Qualitative	Evaluation	Annually



REPUBLIC OF KENYA



PUBLIC SERVICE
COMMISSION

Public Service Commission Commission House, Harambee Avenue

P.O. Box 30095 – 00100 Nairobi - Kenya

Telephone: +254 (020) 2223901-5, 2227471-5

Fax: +254 (020) 2214791

Mobile: +254-724-253807, +254-724-253807

Call Center: +254 (020)4865000

Email: psck@publicservice.go.ke