



**NATIONAL WATER HARVESTING &  
STORAGE AUTHORITY**

*Hifadhi Maji, Boresha Maisha*

**COMMUNICATION**

**DRAFT POLICY**

**2021**

**TABLE CONTENTS**

Forward.....1

Definition of Terms .....3

Background.....3

Introduction.....5

Policy Statement.....6

Purpose of the Policy.....6

Goals and Objectives .....6

Principles of Communication .....6

Key implementors of the policy .....7

Forms of Communication .....8

Channels of Communication.....10

Language.....15

Confidential information.....15

Access to information.....16

Crisis communication.....18

Training.....19

Media Monitoring.....19

Monitoring and Evaluation ..... 20

Consequences for Non-Compliance ..... 20

Review ..... 20

## Forward

We acknowledge communication as a critical tool of management and key to our Mission, Vision and Strategic Objectives. This policy has come at the time when we are transiting to the new ISO Standards 9001:2015. This will ensure that all communication from NWHSA is accurate, timely, consistent, coordinated, effectively managed and responsive to the diverse needs of our internal and external stakeholders.

The purpose of this policy is to provide understanding and guidance for the appropriate use of communication tools, including verbal, printed, and digital, by NWHSA's Board, staff and stakeholders while conducting the Authority's operations. Further, the policy will be instrumental in enabling us attain high-quality information about our projects, programs, services and initiatives. This will also be helpful during our stakeholder engagements where we aim to build more trust through mutual relationship.

One of our strategic objectives is to "Improve corporate image and enhance customer service." This policy among others will help us achieve this objective through effective procedures and processes that will be established at all levels of the Authority. We shall thrive to promote effective planning, implementation and evaluation at all levels of our communications.

Most importantly, the Communications Policy is critical to our brand visibility and corporate governance. It ensures that we are visible, accessible and accountable to our stakeholders while upholding the principles of good corporate governance. We shall attain this through sound communication initiatives and programs that foster mutual understanding while building trust.

I thank members of staff who participated in the development of this policy together with management and the Board of Directors who gave their time and input. I also appreciate our stakeholders for their valuable feedback. It is through this collective

effort that we have this policy in place. I look forward to better and meaningful conversations between the Authority, its stakeholders and the general public with the implementation of this policy. God bless you all.

**CS. Sharon Obonyo**  
**Ag. Chief Executive Officer**

## 1.0 DEFINITION OF TERMS

**1.1 External Communication:** is the transmission of information between NWHSA and its external and internal publics. These include government institutions, suppliers/contractors, partners, shareholders, and the community in order to facilitate cooperation with external stakeholders and to present a favorable image of NWHSA.

**1.1.2. Internal Communication:** refers to information sharing processes or tools within NWHSA among staff and the Board that are responsible for effective information flow and collaboration.

**1.1.3. NWHSA Staff:** Any person employed by the Authority as well as members of Management.

**1.1.4. Media:** a means of mass communication (broadcasting, publishing, and the internet) that reaches or influences people widely.

**1.1.5. Material Information:** information relating to NWHSA affairs that when publicly released would significantly affect, or would reasonably be expected to have a significant effect on the image or reputation of the Board.

**1.1.6. Confidential Information:** refers to any information or document that the Authority wishes not to reveal to a third party or public which if disclosed, would be unduly detrimental to its interests.

**1.1.7. General and Routine Information:** refers to information that would not otherwise be classified as confidential information.

**1.1.8. Selective Disclosure:** is the release of non-public information by NWHSA about itself to identified audiences before making them known to the public.

## 2. BACKGROUND

The Water Act No. 43 of 2016 came into effect on 21<sup>st</sup> April, 2017 and therein established the National Water Harvesting & Storage Authority. (NWHSA)

NWWSA under section 30 of the Water Act 2016 has a new extended mandate to undertake on behalf of the National Government, the development of National Public Water Works for Water Resources Storage and flood control among others.

## **2.1. VISION**

“To be the premier authority in water infrastructure development and management in Kenya and beyond”

## **2.2. MISSION**

“Developing and managing national water works infrastructure towards enhancing water security, flood mitigation and storage for multipurpose use.”

## **2.3. MANDATE**

- (a) Undertake on behalf of the national government, the development of national public water works for water resources storage and flood control;
- (b) Maintain and manage national public water works infrastructure for water resources storage;
- (c) Collect and provide information for the formulation by the Cabinet Secretary of the national water resources storage and flood control strategies;
- (d) Develop a water harvesting policy and enforce water harvesting strategies;
- (e) Undertake on behalf of the national government strategic water emergency interventions during drought;
- (f) Advise the Cabinet Secretary on any matter concerning National public water works for water storage and flood control.

## **2.4. CORE VALUES -“STRAIGHT”**

**Sustainability:** Implementing development projects that take into consideration the current and future generation’s welfare.

**Transparency:** Acting in an open and honest manner in delivering our services.

**Reliability:** Delivering our mandate with resolve, consistency and trust.

<b>Accountability:</b>	Answerable and acknowledging responsibility for our actions and decisions without shifting the blame.
<b>Innovation:</b>	Growth in creativity and being responsive to new ideas.
<b>Governance:</b>	Upholding principles of integrity.
<b>Honesty:</b>	Upholding a quality of fairness and truthfulness in our operations.
<b>Teamwork:</b>	Maintaining synergy in service delivery while ensuring professionalism.

## **2.5. Strategic Objectives**

1. Develop and manage public water works infrastructure
2. Protect/save lives and property from the effects of floods
3. Mainstream crosscutting and policy issues as per guidelines
4. Enhance institutional capacity building
5. Enhance financial sustainability
6. Improve corporate image and enhance customer service.

## **3. INTRODUCTION**

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

The Access to Information ACT, 2016 provides for the right of access to information by citizens under Article 35 of the Constitution. It states that public entities and private bodies should proactively disclose information that they hold in line with the constitutional principles. It is in this regard that the Authority's Communication activities should always inform and educate, emphasizing on its strengths geared towards maintaining a good reputation with its stakeholders.

Most importantly, this policy will guide public participation and integrate communication to all Authority's projects to support execution leading to projects success. The policy will link communication to the overall strategies of the Authority for effective and consistent operations.

#### **4. POLICY STATEMENT**

NWWSA is committed to an open and honest communication approach with the Board, staff, the local community, media, and other stakeholders. The Authority commits to ensure guided communication execution with coherent and consistent communication flow at all times. It seeks to ensure a co-coordinated approach to communicating with its stakeholders while providing feedback.

#### **5. PURPOSE**

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

#### **7. GOALS AND OBJECTIVES**

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

1. To provide a framework for the design of Communication Strategies and procedures for engaging with stakeholders.
2. To streamline the Authority's internal and external communication.
3. To increase the Authority's brand visibility.
4. Cultivate and enhance confidence in the Authority's reputation.
5. Build trust and stakeholder value.

#### **8. PRINCIPLES OF COMMUNICATION**

The policy will uphold Key Principles of Communication as follows:



**i. Integrity:**

We recognize that our social, economic and environmental responsibilities to our stakeholders are integral to our operations. We aim to demonstrate these responsibilities through our actions and within our Corporate Policies.

**ii. Consistency:**

We recognize that we must integrate our Core Values and operations to meet the expectations of our internal and external stakeholders.

**iii. Clarity:**

We shall be transparent and honest in communicating our strategies, targets, performance and governance to our stakeholders in our continual commitment to sustainable development.

**iv. Timeliness:**

We shall respond to inquiries and requests for information in a timely manner as per the Authority's Access to Information procedures and the Citizen's Service Delivery Charter.

## **9. KEY IMPLEMENTORS OF THE POLICY**

**a) The Chief Executive Officer**

The Access to Information ACT, 2016 states that the accounting Officer of a public entity shall be the main Access to Information Officer and may delegate the performance of his or her duties under this Act to any Officer of the public entity.

The Chief Executive Officer, is the Spokesperson of the Authority and has ultimate responsibility for all communication made by and on behalf of the Authority. He/She is the only one who has the authority to speak truthfully and openly to the best of his/her knowledge regarding the Authority on behalf of management and staff, subject to disclosure restrictions as expounded in this policy.

**b) Board of Directors**

The Chairman of the Board will speak on behalf of the Authority in regards to policy and governance issues in accordance to the Code of Governance for State

Corporations (Mwongozo).

**c) Management**

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

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

**d) Staff Members**

All staff on appointment and existing employees will be issued with a copy of the policy document by Head of Human Resource and Administration. There shall be continuous sensitization of all staff on the policy.

Media enquiries received by staff, should be forwarded to the Head of Communication for onward submission to the CEO for his/her necessary action.

Staff shall not provide any response to third parties.

**e) Corporate Communications Division.**

The Corporate Communications Team will develop communication strategies to implement the policy while ensuring clear and open communication channels are maintained. Other key functions of the Division will include:

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

## **10.0. FORMS OF COMMUNICATION**

### **10.1. Internal Communications**

Internal communications (IC) will aim at promoting effective communication through the various internal channels illustrated in this policy. The IC key functions will achieve the following:

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

#### **10.1.1. Intranet/Memo**

The intranet is the most important channel for the Authority's internal communication. Staff will easily access information they need to perform their routine work and internal news. These will include information on training, useful contacts, departmental briefs, new appointments, internal vacancies and other related updates. Internal memos will continue being used as a channel of internal communication within the Authority.

#### **10.1.2. Meetings**

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

#### **10.1.3. Reports**

Reports will communicate the Authority's policies and other relevant information in an organized format and purpose for specific stakeholders. Reports will be written documents however in some instances they will be delivered verbally.

#### **10.1.4. Noticeboards and Posters**

The Authority uses noticeboards as a way of displaying information and communication with staff and visitors. They are strategically placed around the offices

to display advertisements, announcements, schedules, etc. In addition, they can also be used to display posters, staff notices, memo and media releases to enhance communication amongst staff.

Content displayed in all noticeboards should be carefully monitored and managed by the Communications Team. For all the Authority's production of promotional branded material, content shall be approved by the head of Corporate Communications to ensure corporate branding consistence.

### **10.2.0 External Communications**

External Communication is the exchange of information between the Authority and its external stakeholders as the first step in creating a positive image. It shall use various channels illustrated in this policy such as the media, meeting, stakeholder engagement, online communications among others.

Through the Communication Department, the Authority will segment audiences as per their needs so as to choose appropriate channels and messaging to ensure objectives of the communication is achieved.

#### **10.2.1. Public Comments at Conferences/workshops**

In an event where NWHSA's staff are invited to make speeches or presentations about the Authority in conferences/workshops or public meetings, they shall be required to seek approval from the Chief Executive Officer who is the sole spokesperson of the Authority.

#### **10.2.2. Statements of Personal Opinion**

All Board of Directors and staff shall refrain from making public statements of personal opinion regarding the Authority.

## 10.2.2. Routine Information Requests

The Access to Information ACT, 2016 provides for the right of access to information by citizens under Article 35 of the Constitution. This act states that public entities should proactively disclose information that they hold in line with the constitutional principles. At the Authority, the Accounting Officer is the main Access to information Officer. He/she may delegate the performance of his or her duties under this Act to any Officer in the Authority to answer enquiries from the public, for general and routine information only if the information requested is contained in records/publications previously released for public distribution or, after his or her approval.

## 11.0. CHANNELS OF COMMUNICATION

The Authority shall receive and send communications to both internal and external stakeholders. The following table shows a list of stakeholders and the various channels of communication to be used.

NO.	STAKEHOLDER	STAKEHOLDER EXPECTATION	CHANNELS OF COMMUNICATION
1.	National Government	<ul style="list-style-type: none"><li>• Water harvesting and storage infrastructure development</li><li>• Undertake National Water public works</li><li>• Implement flood control works</li></ul>	Official Letters, Courtesy calls, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
2.	Ministry of Water, Sanitation & Irrigation	<ul style="list-style-type: none"><li>• Fulfillment of our mandate</li><li>• Collaboration</li></ul>	<ul style="list-style-type: none"><li>• Official Letters, Courtesy calls, Email Website, Social Media, Meetings, Reports, Phone calls, Newsletter</li></ul>
3.	County Governments	<ul style="list-style-type: none"><li>• Partnership</li><li>• Involvement in planning and implementation of projects</li></ul>	<ul style="list-style-type: none"><li>• Official Letters, Courtesy calls, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter</li></ul>
4.	Professional bodies	<ul style="list-style-type: none"><li>• Partnership</li><li>• adherence to</li></ul>	<ul style="list-style-type: none"><li>• Workshop/Seminar, Official Letters, Email,</li></ul>

NO.	STAKEHOLDER	STAKEHOLDER EXPECTATION	CHANNELS OF COMMUNICATION
		professional codes and standards	Social Media, Meetings, Website, Reports, Phone calls
5.	Academia	<ul style="list-style-type: none"> <li>• Apply research methods/ skills learnt</li> </ul>	<ul style="list-style-type: none"> <li>• Official Letters, Email, Social Media, Meetings, Website, Reports, Phone calls</li> </ul>
6.	Development Partners	<ul style="list-style-type: none"> <li>• Water harvesting and storage</li> <li>• Undertake National Water public works</li> <li>• Implement flood control works</li> <li>• Good governance</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
7.	Board of Directors	<ul style="list-style-type: none"> <li>• Fulfillment of our mandate</li> <li>• Adherence to principals of good governance</li> <li>• Accountability and transparency in all its operations</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
8.	Authority Staff	<ul style="list-style-type: none"> <li>• Job security</li> <li>• competitive remuneration</li> <li>• continuous capacity building</li> <li>• motivation</li> <li>• conducive working environment</li> <li>•</li> </ul>	Workshop/Seminar, Official Letters, official Email, Meetings, Website, Reports, Memo/Circulars, Phone calls, Newsletter
9.	<ul style="list-style-type: none"> <li>• Ministry of Environment &amp; Natural Resources</li> <li>• Ministry of Education</li> <li>• Ministry of Agriculture</li> <li>• Ministry of Devolution</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration</li> <li>• Growth in skills</li> <li>• Harvesting and storage of water for irrigation</li> <li>• Collaboration</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
10	• Auditor General's Office	<ul style="list-style-type: none"> <li>• Prudent use of resources and proper</li> </ul>	Official Letters, Email, Social Media, Meetings, Website,

NO.	STAKEHOLDER	STAKEHOLDER EXPECTATION	CHANNELS OF COMMUNICATION
		<ul style="list-style-type: none"> <li>keeping of books of accounts</li> <li>cooperation</li> </ul>	Reports, Phone calls, Newsletter
11.	<ul style="list-style-type: none"> <li>Inspectorate of State Corporations</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with our roles &amp; obligations</li> <li>compliance with the legal and regulatory requirements</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
12.	<ul style="list-style-type: none"> <li>The National Treasury</li> </ul>	<ul style="list-style-type: none"> <li>Prudent use of resources</li> <li>budget proposals</li> <li>compliance with the legal and regulatory requirements</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
13.	<ul style="list-style-type: none"> <li>WWDAs</li> <li>WSPs</li> <li>RDAs</li> <li>WAB</li> <li>WSTF</li> <li>RCGW</li> <li>WRUAs</li> </ul>	<ul style="list-style-type: none"> <li>collaboration</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
14.	NGOs and civil society	<ul style="list-style-type: none"> <li>Harvesting and storage of water</li> <li>Public participation</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Proposals, Phone calls, Newsletter
15.	The Parliament of Kenya	<ul style="list-style-type: none"> <li>Compliance with our mandate</li> <li>Accountability in conducting public business</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
16.	The Public (Citizens) including special interest groups e.g. youth, women, persons with disability, etc.	<ul style="list-style-type: none"> <li>Harvesting and storage of water</li> <li>Information provision</li> <li>Involvement in project implementation</li> <li>Adherence to the set guidelines</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter

NO.	STAKEHOLDER	STAKEHOLDER EXPECTATION	CHANNELS OF COMMUNICATION
17	Regulators NEMA, WASREB, KEBs, WRA, NCA etc.	<ul style="list-style-type: none"> <li>• Adherence to regulations</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
18	Suppliers/Contractors	<ul style="list-style-type: none"> <li>• Prompt payments</li> <li>• fairness</li> <li>• Information</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
19	Politicians	<ul style="list-style-type: none"> <li>• Harvesting and storage of water</li> <li>• Fairness in all operations</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Phone calls, Newsletter
20	Media	<ul style="list-style-type: none"> <li>• Information sharing</li> <li>• Good media relations</li> </ul>	Workshop/Seminar, Official Letters, Email, Social Media, Meetings, Website, Reports, Press Kits; media briefs, press release, Phone calls, Newsletter

#### 11.1.1. Newsletter

NWHSA shall publish a quarterly newsletter where the Communications Department has the overall editorial responsibility. This newsletter is to inform key target groups about NWHSA activities and will be published on the NWHSA website too.

#### 11.1.2. Online Channels

The website is the central platform for all information that NWHSA releases. It is user/reader-friendly and accessible to all audiences including persons with disability and clearly communicates NWHSA's mandate, activities and achievements.

The Information Communication and Technology (ICT) Division will have the overall technical responsibility for the Authority's website whilst Communication Division will take the content generation role.



### **11.1.3. Social Media**

The Authority will also use its official Social Media channels i.e., Facebook, Twitter, YouTube, LinkedIn and Instagram to communicate information meant for the public such as project briefs.

The Authority shall develop Social Media procedures that will outline how its employees shall conduct themselves on the online platforms such as blogs, microblogs, online forums, social networking sites, and other sites and services that permit users to share information with others in a simultaneous manner.

### **11.1.4. Seminars/Workshops**

The Authority will organize and participate in both external and internal seminars/workshops with key target groups with an aim of capacity building or any other achievement of set targets.

### **11.1.5. Media**

The Communication Division will prepare, assemble and distribute media kits, fact sheets, news releases, press statements and CER communications to the media with the approval of the Chief Executive Officer. This is intended to present a positive image of the Authority among its stakeholders, clarify facts and demystify misconceptions. It will create awareness among its publics on the Authority's objectives and achievements.

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

#### **11.1.6. Advertising & Sponsorship**

The Authority will advertise its activities and projects through documentaries, infomercials, features, newspaper supplements among others as per the government's advertising guidelines. It will also sponsor relevant activities as per the Authority's Corporate Social Responsibility (CSR) policy in order to reach its target groups.

#### **11.1.7. Official Letters**

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

#### **11.1.8. Phone calls**

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

### **12. LANGUAGE**

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

### **13. CONFIDENTIAL INFORMATION**

The Authority's confidential information should be treated with utmost confidentiality. Access to confidential information is restricted to authorized persons who should be aware of their confidentiality obligations and who have signed confidentiality agreements where required by the NWHSA.

The Authority will do the following to ensure safe custody and handling of confidential information.

- i. Be identified as such.
- ii. Be stored in locked cabinets to which access is restricted.
- iii. Be removed promptly from meeting rooms at the conclusion of meetings.
- iv. Be subject to secure limited access of electronically stored computer information.
- v. Not be discussed in places where the discussion may be overheard.

vi. Not copied unnecessarily or discarded where others can easily retrieve it.

## 14.0. ACCESS TO INFORMATION

Access to Information Act, 2016 is anchored on Article 35 of the Constitution of Kenya, 2010. The Act of Parliament conferred the Commission on Administrative Justice (CAJ) with the oversight and enforcement functions. The Authority is aware that all Kenyan citizens have a right to access information and therefore recognizes that any information held by it, as an agent of the government, should be made available subject to the provisions of the Act.

### 14.1. Information disclosure

When releasing information, NWHSA shall adhere to the following as per the Access to information Act, 2016. Article 4 sub-section 3 of the Act on **Right to Information** states that “Access to information held by a public entity or a private body shall be provided expeditiously at a reasonable cost. Further, Article 5 on **Disclosure of information by public entities** requires that a public entity shall:

Facilitate access to information held by such entity and which information may include

- (i) the particulars of its organization, functions and duties;
- (ii) the powers and duties of its officers and employees;
- (iii) the procedure followed in the decision-making process, including channels of supervision and accountability;
- (iv) salary scales of its officers by grade; (v) the norms set by it for the discharge of its functions;
- (v) guidelines used by the entity in its dealings with the public or with corporate bodies, including the rules, regulations, instructions, manuals and records, held by it or under its control or used by its employees for discharging its functions; and
- (vi) a guide sufficient to enable any person wishing to apply for information under this Act to identify the classes of information held by it, the subjects to which they relate, the location of any indexes to be inspected by any person;

In compliance with the above, the Authority shall do the following:

- i. Where a determination has been made to disclose certain information, such information will immediately be disclosed to the public through press releases/statements, website, social media handles and/or public notices.
- ii. Unfavourable information must be disclosed with care in such that there is a balance in reputation management as well as pointing out facts. This will be done promptly to avoid creating room for rumours.
- iii. Disclosure on the NWHSA's website and social media handles does not by itself constitute to adequate disclosure of complete information.
- v. **Selective disclosure.** Confidential information must only be disclosed to selected and targeted individuals or groups, to protect official information to the extent consistent with the public interest.
- vi. Disclosure must be corrected if the Authority subsequently learns that earlier disclosure contained errors at the time of disclosure.

#### **14.2. Routine Information Requests**

The Access to Information ACT, 2016 provides for the right of access to information by citizens under Article 35 of the Constitution. This act states that public entities should proactively disclose information that they hold in line with the constitutional principles. At the Authority, the Accounting Officer is the main Access to information Officer. He/she may delegate the performance of his or her duties under this Act to any Officer in the Authority to answer enquiries from the public, for general and routine information only if the information requested is contained in records/publications previously released for public distribution or, after his or her approval.

#### **14.3. Responding to Rumours**

The authority will not comment or respond to rumours or speculation regarding the Organization. However, certain exceptions may be made under the direction of the Accounting Officer, with advice from the Legal and Corporate Communications team.

#### **14.4.0. Reporting significant information/events**

##### **24.4.1. Legal Actions, Deaths, and Unusual Incidents**

The Chief Executive Officer, management and all staff must be immediately informed of all deaths and unusual incidents involving a staff or board member of NWHSA. The Company Secretary and the Human Resource General Manager must be immediately informed of all legal actions involving the Authority. The Human Resource General Manager will then communicate the same to affected staff as guided by the Human Resource and Procedures Manual.

## **15. CRISIS COMMUNICATION**

We shall manage crises in a professional way with an aim of ensuring public safety, reducing financial loss and reputation management. All crises should be reported to the Legal and Corporate Communications Divisions, who will after assessing the situation, immediately relay the information to the Chief Executive Officer. The Chief Executive Officer is the spokesperson of the Authority and the only one authorized to release information to the media or the public. While giving information to the public, comments of the spokesperson shall be guided by professionalism and transparency. Personal information is to remain confidential.

Members of staff will not speak to the media or provide any information unless authorized by the CEO. Matters on policy issues will be addressed by the Board Chairman or a board member authorized by the Board Chairman.

### **Crisis Communication Management Steps**

- Preparation
- Notification – Notify the Chief Executive Officer immediately who will in turn notify the rest of the staff and the Board.
- Crisis assessment. Determine facts, appropriate action, create a plan for communication, develop key messages and assess the resources necessary to manage the crisis.
- Release Information to relevant stakeholders through pre-arranged channels.
- Keep Records
- Evaluate the effectiveness of the strategy and make recommendations.

## **16. TRAINING**

The Authority recognizes that Communication skills must be developed and improved continuously for effectiveness of its operations. Consequently, it shall ensure that key personnel receive communication/media or presentation skills training in order to facilitate their individual performance when required to provide media briefings and take part in interviews or public engagements. Further all staff shall be trained or sensitized on basic communication skills and etiquette.

## **17. MEDIA MONITORING.**

The Authority shall keep track of the media coverage to check awareness levels of its brand, information in the sector, and any other related information on its operations. Media Monitoring will include print, online content, broadcast and social media, so as to establish trends, or any misconceptions and take necessary corrective action.

The Corporate Communications Division will prepare monthly reports of press coverage and submit to the CEO. In case of a major campaign carried out by the Authority, there shall be need to contract a media monitoring agency to assess reach and impact of the campaign.

## **18. MONITORING AND EVALUATION**

The Authority will review its activities to determine whether plans are being carried out as designed; while also evaluating the systematic periodic assessment to determine the effectiveness, relevance, impact and cost effectiveness of the policy.

We will measure the implementation and impact of the communication policy against a number of Specific, Measurable, Accurate, Realistic and Time bound (SMART) objectives, and take any corrective action where necessary.

## **19. REVIEW**

This policy shall be reviewed every three years as and when required.