USAID/KENYA STRATEGIC COMMUNICATIONS PLAN 2012-2013

June 16, 2012

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I. SITUATION ANALYSIS

USAID/Kenya is playing a lead role implementing President Obama's vision for global development, which sees development assistance as a pillar of foreign policy and crucial to America's national security and economic interests. A stable and prosperous Kenya is central to American foreign policy. Kenya is one of eight countries selected as a strategic partner for the United States Global Health Initiative *Plus*. Kenya is also a partner in the Global Climate Change Initiative and one of nineteen focus countries in the U.S. Government's Global Hunger and Food Security Initiative, more commonly known as Feed the Future. These broad foreign policy objectives are based on the development premise that by sustainably eliminating hunger and disease, U.S. development efforts can defuse the anger and injustice that fuel conflict.

Given Kenya's recent history of post-election violence in 2008, the passage of the Kenya Constitution 2010 with its myriad progressive reforms requiring legislative action, and the upcoming national elections, anticipated in March 2013, USAID/Kenya should not focus solely on fighting hunger and disease in order to defuse conflict. In addition to managing more than half a billion dollars of American investments in health, food security and climate change mitigation, USAID/Kenya must achieve unique intermediate results related to supporting the rapid implementation of the new Constitution and engaging previously disenfranchised populations, especially youth, in laying the groundwork for a peaceful election and transition of power.

USAID/Kenya is also a focus Mission for the USAID Forward reform efforts and in the vanguard of rebuilding the Agency's reputation as the thought leader in international development. The Mission must demonstrate that it is supporting innovative research and technology that can change the way that development is done, channel funds through sustainable Kenyan organizations and country systems, while delivering faster and more lasting results. As the U.S. Congress looks for ways to reduce the national budget, USAID/Kenya must continually disseminate evidence that investments in development are well managed, cost-effective and delivering the intended results.

Under Section 641 of the Foreign Assistance Act (FAA) of 1961, USAID/Kenya has a responsibility to inform the Kenyan public of the assistance provided by U.S. taxpayers. This section of the FAA provides the Mission's authorization for conducting public information campaigns in Kenya. This statutory requirement underpins the Mission's overarching, outcome level communications objective: *to increase comprehension among targeted Kenyan audiences that the U.S. provides foreign assistance in Kenya through USAID.*

USAID/Kenya has a further responsibility to provide information to support USAID's Bureau for Africa, Bureau for Legislative and Public Affairs (LPA), Bureau of Food Security (responsible for Feed the Future) and the Global Health Initiative (GHI) Operations Committee in the U.S. State Department in their efforts to inform the U.S. Congress and the American people about the impact of U.S. investments in Kenya. This

responsibility underpins the two output-level communications objectives: to document USAID's results and to document reform efforts.

To meet these communications objectives, USAID/Kenya has put significant resources into its Development Outreach and Communications (DOC) effort. An in-house team consists of a Senior Development and Outreach Communications Specialist (SDOCS), an Associate Communications Specialist (ACS), a Web Manager, a Foreign Service National Development Outreach and Communications Specialist (DOCS), and rotating University journalism interns. This staff is supported by specialized contract labor for photography, graphic design and editing and by a contractor that provides the Mission with a full-time information and communications specialist and additional communication services as needed to effectively reach out to key stakeholders.

USAID/Kenya's DOC team works through Mission activity managers to harness the communications potential of more than 100 non-governmental and private sector partner organizations and 15,000 or more local community groups that are involved in implementing USAID programs. The DOC team shares responsibility with Mission activity managers to ensure that these organizations are properly displaying the USAID brand and are effectively communicating that the American people are providing funding for their activities. The DOC team must provide training and easy-to-use systems to enable implementing partners to continually submit the elements of compelling human stories that illustrate the impact of USAID's work.

USAID/Kenya's DOC team works hand-in-hand with the Public Affairs Section (PAS) of the Embassy to coordinate communications activities with other USG agencies, to plan public events for the Ambassador and other U.S. representatives in Kenya, and to keep the Kenyan mass media informed about the investments the American people are making in Kenya's development. The Embassy has five strategic communications priorities for 2012, two of which are substantially supported by information collected by USAID. These two priorities are to focus public and Government of Kenya attention on the life-saving support provided to Kenyans through U.S. health programs and on the U.S. initiatives to improve agricultural planning and policies to avoid perennial food shortages. In consultation with the PAS and the USAID/Kenya technical and management teams, the DOC team engages targeted spokespersons within the Government of Kenya, including local government officials, and coordinates communications activities with international institutions such as the United Nations and the World Bank.

The success of the DOC team will be measured quantitatively by the increase in the number of Kenyans that can correctly identify USAID as the provider of U.S. foreign assistance in the country. Its success will be measured qualitatively by its ability to collect timely and relevant information from this vast network of partners and to package and disseminate the information in ways that enable these partners to serve as "message multipliers" in helping USAID/Kenya showcase its impact and achievements.

II. COMMUNICATIONS OBJECTIVES

- Demonstrate increased comprehension by targeted Kenyan audiences that the U.S. provides foreign assistance to Kenya through USAID (outcome)

- Document that USAID/Kenya is achieving results that have a measurable impact on Kenya's development (outputs)

- Document that USAID is using its comparative advantage in applying science, technology, research and the use of host country partners to bring faster, more cost-effective and sustainable results in development (outputs)

III. KEY AUDIENCES AND OPINION LEADERS

Key Audiences

The USAID/Kenya Development and Outreach Communications (DOC) team propose tracking three target audiences, whose knowledge of USAID's role in delivering U.S foreign assistance in Kenya will be measured to evaluate USAID/Kenya's success in achieving the overall communications objective:

- Eleven million youth between the ages of 18 and 35, at least 20% of whom USAID expects to engage in positive political and civic activities and local economic development;
- Seven million women of childbearing age, including mothers of children under five years of age, all of whom USAID expects to engage in family planning, reproductive health, immunization and nutrition efforts; and,
- Seventeen million members of the workforce who make all or some of their livelihoods from farming, with women farmers being a particular target.

Opinion Leaders in Kenya

Opinion leaders, also known as *message multipliers,* are those people who due to their professional position or fame are in a position to deliver information about USAID to the key audiences. This includes Ministerial and Director-level officials in the Government of Kenya, Members of Parliament, business leaders, and civil society leaders. These Kenyan leaders also interact regularly with U.S. business leaders and Members of Congress and provide important corroboration that USAID/Kenya's assessment of its impact and progress is shared and appreciated by the Kenyan people.

Regularly supplying opinion leaders with bullet points of shared achievements or milestones can result in getting USAID's results and progress mentioned more frequently in the mass media and public forums. The news stories can be re-posted on the USAID/Kenya Facebook page to reach the audience LPA calls the "politically, digitally connected." Section V includes tactics for the DOC team and the External Relations team to jointly implement to ensure that a fresh and relevant information is delivered to targeted opinion leaders in a manner that the opinion leaders will want to talk about USAID in their public appearances, media interviews, or in their electronic communications (blogs, websites, Facebook, Twitter, etc.).

Journalists, editors and media personalities are also opinion leaders. They determine what gets written or talked about in the media. The DOC team works through the Public Affairs Section (PAS) to disseminate press releases and media advisories. Section V

includes tactics that can be discussed with PAS to deliver more frequent and targeted information to a small number of journalists who show interest in making development a reporting specialty.

LPA has several key U.S.-based audiences such as Congress, researchers, think tanks, and advocacy organizations. Section V includes tactics that can be discussed with LPA for delivering Kenya-specific results and achievements to these U.S.-based audiences.

USAID staff and implementing partners' staff can also serve as opinion leaders and message multipliers as they come into contact with Kenyans in their own communities every day. Section V includes a robust internal communications campaign to maximize the contribution all USAID staff and implementing partners can make to achieve the Mission's communications objectives.

IV. TACTICLE COMPONENTS

Reaching the target audiences involves a three-step process: fresh and relevant information must be *collected* in a timely manner; information must be *packaged* in user-friendly formats; and, information must be *disseminated* to the target audiences in ways that they can access it.

Improve the Collection of Information

Outreach and communications should be an agenda item in technical office team meetings and monthly Strategic Objective (SO) meetings with the Front Office, both to improve the collection of information and to agree to technical office participation in information dissemination activities.

Quarterly and annual reports from implementing partners are a key source of information. The DOC team will work through the PDA backstops and the AORs and CORs to ensure that the latest results and impact stories can be extracted from these reports as quickly as possible. Each activity fact sheet should be updated every quarter to reflect the latest information on results and impact. The fact sheets should be the foundation from which all other information products are developed.

The State Department has a program for virtual interns: U.S.-based college students who are available to work 5 – 10 hours a week from their campuses. Virtual interns could be engaged to read the quarterly and annual reports and to update the fact sheets, as well as to extract other ideas for stories, blogs, photos, etc.
Deploy contract photographers on a regular schedule of field trips to ensure a continuous supply of high quality photos that illustrate USAID's most recent achievements and results.

In between quarterly reports, implementing partners can produce stories and public events. The DOC team should regularly convene the implementing partners' communications staff to coordinate communications activities and to generate better ideas for stories, photos, public events, etc. The DOC team should convene monthly communications coordinating meetings in Nairobi. In addition the DOC team should convene a communications coordinating meeting once a month in a different region of the country. Outputs of the communications coordinating meetings would include: a calendar of communications activities and public events; a list of new story ideas with agreed-upon deadlines for how and when they will be packaged and disseminated; a schedule of site visits for a professional photographer and/or videographer; and, a list of phone numbers of beneficiaries from whom the radio producer can gather sound bites. These communications coordinating meetings will also provide training opportunities for IP staff in branding, photography, writing about results, and other skills for development communications.

Create a shared work space in the cloud where USAID/Kenya can post its activity calendar for IPs to access and where IPs can post photos and stories for USAID/Kenya to use on the website and to send to Washington.

An internal communications e-newsletter can contribute to educating and motivating USAID staff and implementing partners to generate more accurate, timely and relevant information. The DOC team should recognize the contributions staff and IPs make to the communications effort by featuring a Photo of the Week on the USAID/Kenya website or by elevating their contributions, when relevant, to the USAID Washington website or Facebook page, Impact Blog or Frontlines magazine.

"Friend" our IPs Facebook pages and follow them on Twitter so they receive a regular feed of our news, and vice versa. This alerts the DOC team to potential new content as well as increases the number of people who see USAID/Kenya electronic posts.

An Interactive Voice Response (IVR) system, proposed below as a new information dissemination activity, would primarily serve as a database of information and stories that Kenyans could access via their mobile phones. The IVR also has the capacity to record the stories of Kenyans who call in. This could become another source of stories and impact information.

A mobile road show, proposed below as a new information dissemination activity, would primarily serve to disseminate information about USAID to the target audiences. The road show vehicle can also be equipped with audio and video recording equipment so that beneficiaries who visit the exhibit can record their stories, thus contributing to better information collection.

Improve the Packaging of Information

The proper display and use of the USAID brand at events, at activity sites, on tools and commodities, and on communications products is the most direct, targeted way to inform the direct and indirect beneficiaries that American development assistance is delivered through USAID. An internal communications campaign among activity managers and implementing partners will be conducted to measurably increase and improve the use of the USAID brand on all USAID-funded activities. Campaign activities should include in person and web-based trainings, an internal e-newsletter, and an easy-to-access tracking system for quantifying improvements.

Design communications activities based on how our audiences think of themselves (entrepreneur, farmer, woman, youth, government official, journalist) rather than based on how we organize our work (economic growth, democracy and governance, health, education), drawing them into our events and our web-based spaces with speakers or photographs of people like themselves. Package press releases, press events and stories to reach youth, women and farmers through the journals they read, and the television and radio they hear.

USAID works on so many fronts and through so many different activities, it runs the risks of providing a small amount of information about a lot of different things. Credibility is established and attitudes are changed when a lot of information is provided about a smaller number of things so that readers and listeners begin to hear the same thing again and again from multiple sources. To achieve this USAID/Kenya should create centers of gravity by rallying stakeholders, the Kenyan and international media and opinion leaders around "big wins" in the next year:

- *Fair and peaceful elections;*
- *An AIDS-free generation;*
- *Hopeful and engaged youth;*
- *Women contributing to food security and improved nutrition; and,*
- *Kenyans engaged in managing natural resources.*

Adopt the advertising industry's successful approach to communications by clustering communications activities around one center of gravity or message at a time for a 3 – 6 week period to ensure the target audience hears the message several times and is thus better able to retain the message.

Produce quality audio stories in English, Kiswahili, Kikuyu, Luhya, Luo, Kalenjin and Kisi, including sound bites from beneficiaries gathered by telephone using professional audio equipment. Audio content should be produced both as a package (complete story) and as elements that can be edited by the station (audio sound bites, natural sound and scripts).

Ensure our USAID colleagues in Washington have a continual supply of interesting news from Kenya by weekly postings on Impact Blog, contributions of stories, or story elements, in every issue of Frontline, monthly contributions to *Telling Our Story,* and contributions to every issue of the BFS newsletter. Kenya-related Frontline stories and Impact Blogs can be pulled through to USAID/Kenya's Facebook page providing multiple opportunities to get the same message and story out to our social media audience. Upcoming Frontline issues will focus on Youth and Mobile Technology, New and Emerging Players in Development (e.g., youth activists); and Resilience and the Media: all topics about which Kenya has many stories to contribute.

Improve the Dissemination of Information

Engage a broad coalition of stakeholders in being message multipliers, so that an increasingly broad audience learns of USAID's impact and progress from multiple, credible sources. Elevate the importance of our Government of Kenya counterparts and Kenyan partner organizations as communications partners. Feed bullet points and stories to them as we would to USAID Washington. Stay on top of their travel schedules to regional and international conferences and to the U.S. and feed them relevant information accordingly.

Provide communications planning support and technical assistance to strengthen the communications capacity of key partner Ministries and agencies.

Use media these audiences can easily access and share with each other: SMS, mobile website (designed specifically to be accessed and read on mobile phones)[1], magazines, Facebook, and a toll-free number with Interactive Voice Response (IVR) system that provides an audio database that Kenyans can access and navigate to access the information they seek[2].

Seek opportunities to participate in activities where our target groups already gather: Ag fairs, harvest festivals, Chamber of Commerce meetings, trade shows, women's organization meetings.

A mobile road show can exhibit at Agricultural Society of Kenya County Fairs and other locations which are known to attract USAID/Kenya's target audiences: school children and teachers; youth; and, farmers and agricultural producers. Display space can be flexible and modular, allowing implementing partners the opportunity to 'buy in' to be part of the exhibit in counties or venues where their beneficiaries can be found.

Disseminate audio content to radio stations, including national news programs in English and Kiswahili, regional news programs in English, Kiswahili and vernacular languages, and popular talk shows and drive time chatter shows.

In collaboration PAS, UNDP and the Media Council of Kenya's Communications for Development training program, target specific journalists at key media outlets to be groomed to cover targeted issues over time. Use Twitter and blast SMSs to regularly feed brief but interesting ideas to the journalists.

Sponsor awards for Best Reporting in Reducing Mortality (Let's Live/GHI) and Food Security (Feed the Future) at the Media Council of Kenya's annual event.

Support targeted journalists to travel to CAADP and other key international meetings.

Target county-level journalists by organizing roundtables and field trips in the counties. Put systems in place to develop county-specific content to earn media coverage in county and local media outlets. Hold public events and press events that feature Kenyan counterparts, partners and beneficiaries; having a large number of Kenyans at the event will increase the likelihood of coverage and make for more interesting photos and video.

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[1] According to the Communications Commission of Kenya, Quarterly Sector Statistics Report for Oct/Dec 2011 *"44.12 per cent of the population have access to the Internet with majority accessing the service through their mobile phones."*

[2] A March 2012 report on mobile phone use on Kenya documented that 93% of the population own mobile phones.

Customize press releases and events for specialized media such as business journals (Agrolink, BusinessPost), farmer's programs (Farm Radio Weekly).

Build relationships with bloggers such as Bankelele, The Young Agropreneur, Kenyanfarmer and DJs of popular radio programs such as DJ Prince of Ghetto Radio, Cess and Maqbul on Capital FM who can weave brief mentions of USAID results in their patter. One must regularly e-mail, SMS or tweet brief facts or stories for them to use.

Maximize the utility of the USAID/Kenya Facebook page by making a low-cost/high-return investment in advertising on Facebook to build a following. More than two million Kenyans[3] are on Facebook, with new research indicating that the popular social networking website is slowly edging out the e-mail as the preferred mode of electronic communication. An engaging photo and caption can be posted along the right-hand column of 1000 Kenyan Facebook users for $ .12. Weekly analytics can track the effectiveness of the advertising investment.

Some tactics that USAID/Kenya might want to explore with PAS/LPA:
- In addition to hosting CODELs on official oversight missions, the Mission should proactively invite targeted VIPs to visit Kenya to advance selected messages and stories in Kenyan media and US media.
- Establish protocols for Tweeting USAID/Kenya updates to VIPs who have visited Kenya and who will re-Tweet or otherwise share the information with their networks.
- Engage organizations that influence public opinion on development issues, such as Oxfam, CSIS, Bread for the World, and CDG. Maintain pro-active relations with these organizations to ensure USAID/Kenya is able to inform their reports and influence the news coverage they generate.
- Explore opportunities to post stories or blogs on the websites or Facebook pages of advocacy organizations such as ONE that have rallied large numbers of Americans (279,000) in "niche" constituencies around issues such as Democracy Challenge (1.3 M), The Literacy Site (51,000), Bread for the World (13,000).
- Engage a few key international journalists, such as the Economist's Africa Baobab blog, the Washington Post's Sudarsan Raghaven, the New York Times Jeffrey Gettleman, and AP's Jason Straziuso in following our progress on targeted issues.

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[3] Seventy nine percent of Kenyan FB users are between the ages of 18 – 34 according to Social Bakers.com

V. ACCOUNTABILITY

The Senior DOC Specialist is responsible for the implementation, monitoring and evaluation of the overall communications strategy. He/she approves external communications products prior to publication and/or dissemination. The Senior DOC coordinates communications coordination activities with the Government of Kenya and other donor organizations in collaboration with the Senior Development Program Specialist and the External Relations Specialist. The Senior DOC manages communications contractors, as well as overseeing contractual activities with audio, video, photography, design and road show vendors. The Senior DOC is responsible for ensuring written, up-to-date guidance and training materials are available for DOC staff, implementing partners and vendors on the proper use of the USAID brand, logo, messages, photos, and production style. In consultation with PAS and the External Relations Specialist, the Senior DOC leads USAID press relations. The Senior DOC is responsible for reviewing all implementing partners' branding and marking plans and shares responsibility with the AORs and CORs to ensure branding and marking compliance. The Senior DOC actively participants in new contract award meetings to inform the branding and marking plan and the communications strategy for all new activities. The Senior DOC supports the communications activities of the Front Office. He or she ensures talking points are in place on sensitive and high visibility issues and is responsible to ensure all staff speaking on behalf of USAID receives media training and demonstrate proper message discipline.

The Associate DOC is responsible for ensuring a clear and consistent writing style in all external communications products. He/she reviews external communications products prior to publication and/or dissemination. The Associate DOC manages the activities of the USIU journalism interns, reviews their work and provides regular trainings or skills-building support. The Associate DOC is responsible for regular communications coordinating meetings with implementing partners, ensuring that agendas are circulated in a timely fashion and that there are measurable outputs from the meeting. The Associate DOC is responsible for the provision of information to LPA, BFS and other Washington offices. This includes developing and implementing a plan of USAID/Kenya contributions to Frontlines, Impact Blog and the Feed the Future website and newsletter The Associate DOC develops and implements a plan for field events that are suitable for VIP participation and are supported by up-to-date briefing materials and scene setters. He or she will coordinate VIP visits. The Associate DOC is responsible for tracking branding and marking compliance.

The Webmaster/Social Media Manager is responsible for managing the migration of the USAID/Kenya website content to the USAID global site. He or she will coordinate with AFR/DOC, LPA and BFS to ensure that USAID/Kenya is providing Washington with timely and relevant electronic content on USAID's activities and achievements in Kenya. The Webmaster is responsible for packaging photos, stories, audio and video content

as appropriate for USAID/Kenya's various web-based dissemination channels, including the website, Facebook page, Twitter account, Flickr account, YouTube account, and, if developed, the USAID/Kenya mobile website. He or she is responsible for the timely response to any queries that come in via the website or social media. He or she will seek other USG and stakeholder websites and social media sites and offer USAID/Kenya content for posting. He or she will develop and implement written guidance on how USAID/Kenya can best encourage positive interaction with social media viewers while maintaining the integrity of USAID's message. The Webmaster will research, propose and implement a better photo archiving system that facilitates easier capture of necessary information about location, beneficiary names, caption and photo credits.

The Program Development/Communications Assistant is responsible for maintaining pro-active internal communications with AORs and CORs, and through them, with implementing partners, including producing an internal monthly communications e-newsletter. She is responsible for ensuring all activity fact sheets; initiative fact sheets and sector fact sheets are updated quarterly and formatted consistently in compliance with LPA's style guidance. She is responsible for delivering training and follow-up assistance and encouragement to implementing partners on branding and marking to maximize the Kenyan public's exposure to USAID's core message that USAID is from the American people. She travels to the field to conduct spot check branding and marking compliance by implementing partners. She is responsible for proposing and producing two new video stories per quarter for display in the USAID lobby and on YouTube. She will seek other stakeholders with lobby, or other, video displays and offer USAID videos for their use. She takes the lead in dissemination of outreach materials and keeps updated inventory. She travels to the field to capture through photography/videography public events e.g. launches. She provides logistical support to the DOC team for travel, procurement, contracts, and scheduling.

The USIU Journalism Interns are responsible for researching, reporting and producing stories for the website, social media and for exhibition at public events. They work closely with the Associate DOC to build their expertise in communications for development and strengthen their reporting, writing and production skills. They travel to the field to collect story elements (photos, interviews, audio) and to support public outreach events.

A contractor-supplied Information Specialist is responsible for establishing a complete library of consistently formatted and easily-updatable fact sheets for each USAID/Kenya activity, each of the four global initiatives, each of the five technical sectors, profiles of USAID's activities by county, and, as required, fact sheets for Washington-led or regional activities being implemented in Kenya. S/he will create a system for sustainably updating the fact sheets including written guidance on how and when to update fact sheets. S/he will participate in communications coordination meetings with implementing partners to increase the flow of story ideas and information for use in USAID products. S/he will support the production of press releases and media advisories, Telling Our Story submissions, Web site and Facebook postings and

communications tools for use at public events. S/he will systematically collect story ideas and photos for the USAID 2012 Report, 2013 Calendar and the quarterly update of the Mission brochure. S/he will manage the writing and production of these print products. S/he will produce a monthly e-Newsletter and a Daily Development e-mail to support USAID's external relations activities and to ensure a regular flow of information to Africa Bureau, LPA, BFS and other parts of USAID Washington. S/he will subcontract for and manage an audio production vendor, ensuring the vendor receives timely and relevant story leads to maintain an established schedule of providing audio content to targeted radio stations in English, Kiswahili and vernacular languages. S/he will manage the development of an Interactive Voice Response database and the production of the content for the IVR and implement a pilot activity to establish the cost effectiveness of having a USAID toll free number and utilizing blast SMS to communicate directly with members of the target audience. S/he will manage the production of a USAID/Kenya mobile website platform.

VI. MEASURING SUCCESS

A Communications Results Framework is attached in Annex C. Most of the indicators in the results framework can be tracked and analyzed internally. The outcome indicator, the number of Kenyans in the targeted audiences who understand that American foreign assistance in Kenya is delivered by USAID, would be measured through an independent national public opinion survey conducted twice a year via mobile phone and disaggregated by target groups: women, youth and farmers. It is further proposed that USAID/Kenya contract for independent media monitoring services to provide quantitative data and qualitative analysis of USAID/Kenya's success in getting its core messages out via the mass media and through opinion leaders.

Annex A: Feed the Future Strategy and Illustrative Calendar of Activities

I.   Situation Analysis

USAID/Kenya is a focus country for the US Government's Global Hunger and Food Security (Feed the Future) Initiative and the Global Climate Change Initiative, two foreign policy objectives that share the development premise that by sustainably eliminating hunger and disease, U.S. development efforts can defuse the anger and injustice that fuel conflict. As Kenya recovers from violence and conflict that followed the 2007 elections and the death and destruction of the drought, the USAID/Kenya Feed the Future program is in a position to build a communications campaign around several positive centers of gravity: *Hopeful and engaged youth; women contributing to food security and improved nutrition; and, Kenyans engaged in managing natural resources.*

USAID/Kenya is also a focus Mission for the USAID Forward reform efforts and in the vanguard of rebuilding the Agency's reputation as the thought leader in international development. The Mission's Feed the Future programs have been designed to utilize innovative research and technology that can change the way that development is done, channel funds through sustainable Kenyan organizations and country systems, and deliver faster, cost-effective and lasting results. USAID/Kenya's Feed the Future programs is uniquely positioned to collect and disseminate rich and relevant evidence that investments in development are well managed, cost-effective and delivering the intended results.

With more than $50 million in the Kenya Feed the Future pipeline, farmers are an important target audience for achieving the Mission's overarching, outcome level communications objective: *to increase comprehension among targeted Kenyan audiences that the U.S. provides foreign assistance in Kenya through USAID.*

USAID's Bureau of Food Security (responsible for Feed the Future) actively engages a wide audience of public, private and civil society stakeholders in global food security. They maintain a website that includes Kenya-specific pages and they disseminate a monthly newsletter in which Kenya should be featured regularly. With the inception of the New Alliance for Food Security and Nutrition, USAID/Kenya should be prepared to host a growing number of VIPs and to produce more stories and information about the role of the private sector in advancing the Feed the Future objectives in Kenya.

USAID/Kenya's DOC team works through Mission activity managers to harness the communications potential of the implementing partners, including the non-governmental and private sector partner organizations and local community groups with which they are working. The DOC team shares responsibility with Mission activity managers to ensure that these organizations are properly displaying the USAID brand and are effectively communicating that the American people are providing funding for their activities.

Focusing the Kenyan public and Government of Kenya attention on the U.S. initiatives to improve agricultural planning and policies to avoid perennial food shortages is one of the strategic communications priorities of the Embassy. In consultation with the PAS and the USAID/Kenya technical and management teams, the DOC team engages targeted spokespersons within the Government of Kenya, including local governments, and coordinates communications activities with international institutions such as the United Nations and the World Bank.

The success of the Feed the Future communications strategy will be measured quantitatively by the increase in the number of farmers that can correctly identify USAID as the provider of U.S. foreign assistance in the country. Its success will be measured qualitatively by its ability to collect timely and relevant information from this vast network of partners and to package and disseminate the information in ways that enable these partners to serve as "message multipliers" in helping USAID/Kenya showcase its impact and achievements.

II. **Communications Objectives**

- Demonstrate increased comprehension by Kenyan farmers that the U.S. provides foreign assistance to Kenya through USAID (outcome)
- Document that Feed the Future is achieving results that have a measurable impact on Kenya's development (outputs)
- Document that USAID is using its comparative advantage in applying science, technology, research and the use of host country partners to bring faster and more cost-effective results in food security and nutrition (outputs)

III. **Key Audiences and Opinion Leaders in Kenya**

Key Audiences

The seventeen million working Kenyans who make all, or some, of their livelihood from farming, with women farmers being a particular target.

Opinion Leaders in Kenya

Opinion leaders, also known as *message multipliers,* are those people who due to their professional position or fame are in a position to deliver information about USAID to the key audiences. This includes Ministerial and Director-level officials in the Government of

Kenya's Agriculture Sector Coordinating Unit, Members of Parliament from constituencies in HR1, SA2 and Drylands, agro-business leaders from the dairy sector or grain growers association, and civil society leaders such as AfricaLEAD Champions of Change or women's organizations. Kenyan leaders also interact regularly with U.S. business leaders and Members of Congress and provide important corroboration that USAID/Kenya's assessment of its impact and progress is shared and appreciated by the Kenyan people.

Journalists, editors and media personalities are also opinion leaders. They determine what gets written or talked about in the media. The DOC team works through the Public Affairs Section (PAS) to disseminate press releases and media advisories. Section V includes tactics that can be discussed with PAS to deliver more frequent and targeted information to a small number of journalists who show interest in making development a reporting specialty.

LPA has several key US-based audiences such as Congress, researchers, think tanks, and advocacy organizations. Section V includes tactics that can be discussed with LPA for delivering Kenya-specific results and achievements to these U.S.-based audiences.

Feed the Future implementing partners have large numbers of Kenyan staff members and large numbers of subcontractors or grantees that also comprise an enormous group of Kenyans who come into contact with Kenyans in their own communities every day. For example, Fintrac has 40 sub partners, most of which are Kenyan organizations. Section V includes a robust internal communications campaign to maximize the contribution all USAID staff and implementing partners can make to achieve the Mission's communications objectives.

IV. <u>Key Tactical Components</u>

Reaching the target audiences involves a three-step process: fresh and relevant information must be *collected* in a timely manner; information must be *packaged* in user-friendly formats; and, information must be *disseminated* to the target audiences in ways that they can access it.

Improve the collection of information

Outreach and communications should be an agenda item in technical office team meetings and monthly Economic Growth and NRM Strategic Objective (SO) meetings with the Front Office, both to improve the collection of information and to agree to technical office participation in information dissemination activities. These meetings can be used to review and improve new Feed the Future substantiations for the core messages; plan speaking engagements, blogs and other outreach opportunities for the Front Office and ABEO technical experts for the coming months; target events for VIPs who can help draw attention to USAID achievements.

Quarterly and annual reports from implementing partners are a key source of information. The DOC team will work through the PDA backstops and the AORs and CORs to ensure that the latest results and impact stories can be extracted from these reports as quickly as possible. Each Feed the Future activity fact sheet and the Feed the Future Initiative fact sheet should be updated every quarter to reflect the latest information on results and impact. The fact sheets should be the foundation from which all other information products are developed.

Work with implementing partners to develop a calendar of significant dates in the planting, harvesting and processing calendar for each of the value chains. Schedule a professional photographer/videographer to get rich photos and video clips that capture both the human and technological aspects of the value chain work.

In between quarterly reports, implementing partners can produce stories and public events. The DOC team should regularly convene the Feed the Future implementing partners' communications staff to coordinate communications activities and to generate better ideas for stories, photos, public events, etc. Coordinating meetings can be scheduled around the target zones, HR 1, SA 2 and Drylands. Outputs of the communications coordinating meetings would include: a calendar of communications activities and public events; a list of new story ideas with agreed-upon deadlines for how and when they will be packaged and disseminated; a schedule of site visits for a professional photographer and/or videographer; and, a list of phone numbers of beneficiaries from whom the radio producer can gather sound bites. These communications coordinating meetings will also provide training opportunities for IP staff in branding, photography, writing about results, and other skills for development communications.

Create a shared work space in the cloud where USAID/Kenya can post its activity calendar for IPs to access and where IPs can post photos and stories for USAID/Kenya to use on the website and to send to Washington.

The Feed the Future twitter account provides content that can be re-tweeted or can provide ideas for new Kenya-specific content.

Improve the packaging of information

The proper display and use of the USAID brand at events, at activity sites, on tools and commodities, and on communications products is the most direct, targeted way to inform the direct and indirect beneficiaries that American development assistance is delivered through USAID. The branding and marking plans of all Feed the Future implementers should be reviewed to ensure that the USAID From the American People message is receiving maximum exposure. Particular attention needs to be given to FIRM and how the positive benefits of the DCA guarantee is being communicated to

beneficiaries and the public alike. Ensure that the many sub-partners of big projects such as Horticulture are using the USAID brand and logo.

People are drawn into read or listen to stories when they see and hear people like themselves. This means stories should be packaged with great photos of Kenyan farmers and radio stories should include sound bites from farmers, especially in Kiswahili and vernacular languages.

Package press releases, press events and stories to reach farmers through the journals they read, and the television and radio they hear. Many radio stations set up speakers to broadcast in village market areas – a great way to reach women and farmers on market day.

Feed the Future can create centers of gravity by rallying stakeholders, the Kenyan and international media and opinion leaders around "big wins" in the next year:

- *Hopeful and engaged youth;*
- *Women contributing to food security and improved nutrition; and,*
- *Kenyans engaged in managing natural resources.*

Adopt the advertising industry's successful approach to communications by clustering communications activities around one center of gravity or message at a time for a 3 – 6 week period to ensure the target audience hears the message several times and is thus better able to retain the message. For example, communications in July could be clustered around Feed the Future work in the HR1 zone, including a road show exhibition the Agricultural Society of Kenya week-long fair in Kisi, July 12 - 14. The road show could continue to travel around the Western region with stops coordinated with implementing partners. August could focus on youth in agriculture, including a road show exhibition at the ASK/Young Farmers Club of Kenya fair in Nairobi. September would focus on the drylands and livestock, and would include both the ASK Eldoret Livestock fair and the Garissa ag fair.

Produce quality audio stories in English, Kiswahili, Luhya, Luo, Kalenjin and Kisi, including sound bites from beneficiaries gathered by telephone using professional audio equipment. Audio content should be produced both as a package (complete story) and as elements that can be edited by the station (audio sound bites, natural sound and scripts). Audio sound bites in all the relevant languages can be collected from farmers at the ASK fairs.

Ensure our USAID colleagues in Washington have a continual supply of interesting news from Kenya by weekly postings on Impact Blog, monthly contributions to *Telling Our Story,* and contributions to every issue of the BFS newsletter. Our contributions to these Washington channels can be pulled through to USAID/Kenya's Facebook page providing multiple opportunities to get the same message and story out to our social media audience.

Improve the dissemination of information

USAID/Kenya should coordinate its Feed the Future communications activities through the Agriculture Sector Coordinating Unit. ASCU brings together the key players from a dozen GOK ministries and agencies, as well as other donor organizations that can serve as message multipliers and co-sponsors of events and activities. Regularly supplying ASCU members with bullets points of Feed the Future achievements or milestones can result in getting USAID's results and progress mentioned more frequently in the mass media and public forums, as well as on members' websites and Facebook pages.

USAID/Kenya should work with agriculture-related business associations such as the Kenya Dairy Board and the Cereal Growers Association to communicate with their members, through their websites, by sending speakers to their events, or by planning joint public events or media events.

USAID/Kenya has bought into the AfricaLEAD project, managed out of the East Africa Mission. AfricaLEAD trains Kenyan farmers, agro processors and civil society leaders to be active communicators, known as Champions of Change, on Kenya's progress towards implementing its Comprehensive Africa Agriculture Development Plan (CAADP) commitments and achieving its objectives in the Medium-term Agriculture Sector Investment Plan. Providing regular information to these Champions of Change will ensure they talk about USAID accomplishments in their outreach efforts.

Provide communications planning support and technical assistance to strengthen the communications capacity of key partner Ministries and agencies.

Use media farmers can easily access and share with each other: SMS, mobile website (designed specifically to be accessed and read on mobile phones)[4], magazines, and a toll-free number with Interactive Voice Response (IVR) system that provides an audio database that farmers can access and navigate to access the information they seek[5].

Build a mobile road show in partnership with implementing partners or a GDA partner to exhibit Agricultural Society of Kenya Fairs and other locations that are known to attract USAID/Kenya's target audiences of youth, farmers and agricultural producers. Display space can be flexible and modular, allowing implementing partners the opportunity to 'buy in' to be part of the exhibit in counties or venues where their beneficiaries can be found. The flexible/modular construction of a mobile road show would permit it to deliver targeted information on value chains and rural finance to farmers by day and to deliver messages of engagement, positive political participation and community service to youth in the evenings.

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[4] According to the Communications Commission of Kenya, Quarterly Sector Statistics Report for Oct/Dec 2011 *"44.12 per cent of the population have access to the Internet with majority accessing the service through their mobile phones."*

[5] A March 2012 report on mobile phone use on Kenya documented that 93% of the population own mobile phones.

Disseminate audio content to radio stations; including national news programs in English and Kiswahili, regional news programs in English, Kiswahili and vernacular languages, and popular talk shows and drive time chatter shows.

Build relationships with bloggers such as Bankelele, The Young Agropreneur, Kenyanfarmer

In collaboration PAS, UNDP and the Media Council of Kenya's Communications for Development training program, target specific journalists at key media outlets to be groomed to cover food security, agricultural technology and nutrition over time. Use Twitter and blast SMSs to regularly feed brief but interesting ideas to the journalists.

Sponsor an award for Best Reporting in Food Security (Feed the Future) at the Media Council of Kenya's annual event.

Support targeted journalists to travel to CAADP and other key international meetings.

Target county-level journalists in HR1, SA2 and Drylands by organizing roundtables and field trips in the counties. Put systems in place to develop county-specific content to earn media coverage in county and local media outlets. Hold public events and press events that feature Kenyan counterparts, partners and beneficiaries; having a large number of Kenyans at the event will increase the likelihood of coverage and make for more interesting photos and video. As an example, both Assistant Ministers of Agriculture represent constituencies in Eastern Province (SA2) and the Permanent Secretary of Agriculture used to be the Director of KARI and would be an interested and credible guest at ag technology events.

Customize press releases and events for specialized media such as business journals (Agrolink, BusinessPost), farmer's programs (Farm Radio Weekly).

Some tactics that USAID/Kenya might want to explore with PAS/LPA:
- In addition to hosting CODELs on official oversight missions, the Mission should proactively invite targeted VIPs to visit Kenya to advance selected messages and stories in Kenyan media and US media. For example, Bono's involvement in the New Alliance for Food Security and Nutrition could lead to his inviting a group of VIPs to visit Kenya to see the innovations USAID has supported in the dairy industry, carbon sequestration or fair trade certifications.
- Establish protocols for Tweeting USAID/Kenya updates to VIPs who have visited Kenya and who will re-Tweet or otherwise share the information with their networks.
- Engage organizations that influence public opinion on development issues, such as Oxfam, CSIS, Bread for the World, and CDG. Maintain pro-active relations with these organizations to ensure USAID/Kenya is able to inform their reports and influence the news coverage they generate.
- Explore opportunities to post stories or blogs on the websites or Facebook pages of advocacy organizations such as ONE that have rallied large numbers of

Americans (279,000) in "niche" constituencies around issues such as Bread for the World (13,000).

- Engage a few key international journalists, such as the Economist's Africa Baobab blog, the Washington Post's Sudarsan Raghaven, the New York Times Jeffrey Gettleman, and AP's Jason Straziuso in following our progress on unleashing the food security potential in women farmers.

Annex B: Contractor-Implemented Public Education and Information Dissemination Plan

With the exception of audio production facilities, the USAID/Kenya has good tools in place for the production of print, video and web-based information products, including appropriate hardware, software, and Blanket Purchase Agreements with photographers and designers. The primary challenge the Mission experiences in producing timely and relevant information products is the *collection* of the information. Systems with written guidance must be put in place to sustainably improve the collection of information so that it can be incorporated into multiple information products and disseminated while it is still timely and relevant.

The Mission currently lacks a Performance Monitoring Plan for its outreach and communications work. LPA requires that all Missions have current strategic communications plans with a PMP. The Mission's outcome level communications objective: *the number of Kenyans that can correctly identify USAID as the provider of U.S. foreign assistance in Kenya* should be measured and tracked through an independent public opinion survey. The Mission should contract for a low-cost, mobile phone public opinion survey on a semi-annual basis to support the Mission's communications PMP. Contracting with an independent media monitoring and analysis service to measure and assess the number of mass media stories in which USAID is accurately and positively mentioned is also recommended.

The plan includes new activities that could be managed if a contractor-provided information and communications specialist were seconded to the DOC office. These new activities would maximize the utility of the information being collected by packaging it into new types of information products, such as radio and a toll-free mobile phone database, that are more accessible to most Kenyans than are print materials or the website. These proposed activities are responsive to LPA guidance to expand the use of digital tools, the use of local language, and to increase media relations across a range of local media outlets.

The proposed new activities include:

Contract out for audio production and distribution services in English, Kiswahili, Luhya, Luo, Kisi, Kikuyu and Kalenjin. The contractor would be responsible to send a set number of proposed scripts to the audio vendor each week with field audio (or a phone number so that the audio vendor can collect high quality sound bites via phone). The audio vendor would then be responsible for packaging the stories for the targeted radio outlets in the designated language(s). The audio vendor would deliver the radio content, both packaged and as elements, to the designated stations. Uptake of the radio stories

would be captured in the independent Media Monitoring Service. A cost/benefit analysis of the radio activity should be conducted six to nine months into the activity.

Provide a toll-free number which Kenyans call for free to access an Interactive Voice Response (IVR) database that allows citizens to ask for information about USAID's achievements by sector, geographic region or by demographic group. Callers would be prompted to query the system using voice commands, in English or Kiswahili, such as Health, Women, Youth, Rift Valley, Coast or Education. They would then hear a message in the language of their choice on USAID's active programs in the area of their interest. Further voice commands would allow callers to access the parts of the database that interest them. Callers would be invited to record their own story about how USAID has benefitted them. A publicity budget, plus an airtime budget would be required. A cost/benefit analysis of the activity should be conducted after three months to allow USAID to assess the impact of this innovative use of mobile phone technology for both the dissemination and collection of information on USAID's impact.

USAID/Kenya's current website is excellent and enjoys one of the largest groups of visitors of any USAID Mission website. Website analytics suggest that about a third of the website visitors are coming from within the USAID system, through USAID Allnet or from the Washington website. Although no concrete data exists, it is likely that half or more of the visitors to the USAID/Kenya website are Americans. Washington has informed all Missions that Mission websites will imminently be migrated into the Washington site. The Mission will have to maintain the same, or greater, level of effort to provide fresh and relevant content to support the communications objectives of the Bureau of Legislative and Public Affairs. To better connect with the large numbers of Kenyan youth who access the internet via their mobile phones, the DOC team proposes that the Mission contract out for Mobile Website development services. A Mobile Website provides a platform for web-based content formatted to engage viewers through a mobile phone-sized screen. The Mobile Website Platform will provide the database functions that the current website provides, a functionality that doesn't exist on Facebook. The Mobile Website will be built using a Drupal-based Content Management System similar to the existing website, allowing the Mission's webmaster to easily enter content in the format that appears best on a mobile phone device.

The DOC team recommends that the Mission pilot the effectiveness of blast SMS as an interactive communications tool by conducting a pilot effort.

Few countries have the mobile phone penetration that Kenya has (93%), making Kenya a perfect place to pilot the cost-effectiveness of using mobile phone technology to conduct a national public opinion survey. The Mission's outcome level communications objective lends itself to being measured in the short, straightforward type of public opinion survey that a mobile phone platform can support. The DOC team recommends the Mission outsource to an independent public opinion survey company to conduct the baseline, mid-line and one-year survey of the Kenyan general public, with oversamples for women, youth and farmers.

A detailed plan follows that shows when outputs should be delivered and how they contribute to the overall PMP for the Mission's communications efforts.

Contractor Core Deliverables Under Task Order #2	Q1 Oct-Dec 2012	Q2 Jan-Mar 2013	Q3 Apr-Jun 2013	Q4 July-Sept 2013	Q1 Oct-Dec 2013	Results Indicator Supported
Information Collection						
Fact sheets produced for new activities	2	2	2	2	2	IR 1
System and written guidance for updating activity fact sheets, sector fact sheets and initiative fact sheets in place	1	-	-	-	-	Sub IR 1.1
County Profiles Created or updated	7	12	**16**	**16**	**16**	IR 1
System and written guidance for updating County Profiles in place	1	-	-	-	-	Sub IR 1.1
IP meetings facilitated to collect story leads	2	2	2	2	2	Sub IR 2.1
Radio content elements collected	12	18	24	24	24	IR 2.c & d and IR 3.b
System/template for collecting radio content in place	1	-	-	-	-	IR 1 Sub IRs 1.1, 2.5, 3.3
System/template for collecting Daily Development email/mobile website elements in place	1	-	-	-	-	IR 1 Sub IR 1.1, 2.2
Information Production						
Annual Report (photography, Design and Printing to be done under separate task order)	-	1 (2012)	-	-	-	IR 1
Calendar produced (photography, Design and Printing to be done under separate task order)	1 (2013)	-	-	-	1 (2014)	IR 1
Brochure produced and updated quarterly (photography, Design and Printing to be done under separate task order)	1	1	1	1	1	IR 1
Press releases/ media advisories/ stories pitched	9	12	12	12	12	IR 3 Sub IRs 2.5, 3.3
Success Stories produced from IP Leads	5	10	10	10	10	IR 1 and IR 2.c
You Tube Videos Produced	3	6	6	6	6	Sub IR 2.2.f & IR 3.c
Toll Free Interactive Voice Response (IVR) database platform built	-	1	-	-	-	Sub IR 2.2
Pieces of content added/refreshed on Interactive Voice Response (IVR) database	-	8	12	12	12	Sub IR 2.2
Information Dissemination						
Calendar	2013 edition	-	-	-	2014 edition	IR 2
USAID/Kenya Brochure	-	-	1	1	-	IR 2
Annual Report (printing)	-	2012 edition	-	-	-	IR 2
Monthly E-Bulletin	3	3	3	3	3	IR 2 Sub IR 2.2, 2.5, 3.3

Daily Development email/mobile web posts	60	60	60	60	60	Sub IR 2 Sub IR 2.2, 2.5, 3.3
Speeches, audio content and other information products prepared for use at Public Events	4	4	4	4	4	Sub IR 2.4 & 3.2
Training materials (including e-version) or workshop facilitation guides	3	3	3	3	3	Sub IR 1.1, 2.5, 3.3
Monitoring and Evaluation						
Weekly independent media monitoring report	4	12	12	12	12	IR 2, 3

Deliverables to be Conducted Under Subsequent Task Orders (non-Core)	Q4 Oct-Dec 2012	Q1 Jan-Mar 2013	Q2 Apr-Jun 2013	Q3 July-Sept 2013	Q4 Oct-Dec 2013	Results Indicator Supported
Information Production						
Annual Report Photography, Design and Printing	-	5000 copies (2012)	-	-	-	IR 1
Calendar Photography, Design and Printing	5000 copies (2013)	-	-	-	5000 copies (2014)	
USAID/Kenya Brochure updated with new photography, Design and Printing	-	-	5000 copies	5000 copies	-	IR 1
Information Dissemination						
Toll-free number (for IVR database) piloted	1	-	-	-	-	IR 3 Sub IRs 2.2, 2.3 and 3.1
Mobile Website platform built	-	1	-	-	-	Sub IR 2.2
Blast SMSs sent	18	24	36	36	36	Sub IR 2.3
Audio content for IVR database in Kiswahili	8	12	16	16	16	Sub IRs 2.2, 2.3 and 3.1
Radio content for national English language news – # of stories x 8 outlets)	144	192	192	192	192	IR 2.c & d and IR 3.b
Radio content for regional English language news – # of region-specific stories produced for 4 regional outlets	36	48	48	48	48	IR 2.c & d and IR 3.b, Sub IR 2.5 and 3.3
Radio content for national Kiswahili news – # of stories x 4 outlets	72	108	108	108	108	IR 2.c & d and IR 3.b Sub IRs 2.3 and 3.1
Radio content for vernacular radio (# generic stories x 6 outlets)	108	162	162	162	162	IR 2.c & d and IR 3.b Sub IRs 2.3 and 3.1
Monitoring and Evaluation						
Mobile Phone public opinion survey	1	-	1	-	1	Outcome Indicator

Annex C: Strategic Communications Results Framework

Mission Communications Objective
Increased comprehension by targeted Kenyan audiences that the U.S. provides foreign assistance to Kenya through USAID (outcome) prm@ask.co.ke • # of people in target audiences that can correctly identify USAID as the provider of U.S. foreign assistance

Intermediate Result 1	Intermediate Result 2	Intermediate Result 3
External communications by USAID and IPs are properly branded and deliver a core message • % of ext comms products that comply with USAID branding requirements • % of ext comms products that carry a USAID results and/or reform message	Increased flow of information from USAID/Kenya to target audiences • # of print products distributed • # of digital posts to website, FB, Twitter, etc. • # of story leads and/or content distributed to mass media • # of mass media stories in which USAID is accurately and positively mentioned	Increased Accessibility of Information for Target Audiences • % of target audiences reached in face-to-face events prm@ask.co.ke • # of Kenyan media outlets that cover USAID • % of target audiences that have received of USAID information, as demonstrated by re-tweets, Liking, Sharing, calling a toll-free number

Sub IR 1.1	Sub IR 2.1	Sub IR 2.2	Sub IR 2.3 and 3.1	Sub IR 2.4 and 3.2	Sub IR 2.5 and 3.3
Increased USAID and IP understanding of branding policy and message discipline • # of USAID staff trained/ demonstrating increased understanding of branding • # of USAID staff trained/ demonstrating increased message discipline • # IP staff trained/ demonstrating increased understanding	More effective systems for gathering stories and identifying comms opportunities • # of comms meetings with IPs • # of comms meetings with other donors • # of story leads submitted by contracted field monitors • # of stories recorded by beneficiaries at public events • # of stories recorded on toll free	Expanded use of digital tools • # of platforms used (e.g., website, blog, FB, Twitter) • # of webpages created or refreshed • # of FB postings • # of tweets • # of photos loaded to Flckr • # of videos posted to YouTube • # of batch SMS/MMS sent	Expanded use of local language in comms activities and products • # of mobile web pages produced in Kiswahili • # of batch SMS/MMS produced in Kiswahili • # of public events with Kiswahili MC or interpreter • # of radio content produced in Kiswahili • # of radio content produced in vernacular	Effective events planning in alignment with target audiences • # of events held to address target audiences prm@ask.co.ke	Increased media relations across range of local media outlets • # of journalists roundtables, seminars, on-line forums or background meetings held • # of journalists that visit a USAID activity site with USAID staff • # of media outlets where the DOC has a working contact