



**COMMUNICATION POLICY WAS
APPROVED BY THE BOARD**

**DURING THE 103RD BOARD MEETING HELD
ON 20TH SEPTEMBER 2023**

**For and on behalf of
KENYA PIPELINE COMPANY LIMITED**


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**JOE SANG, EBS
MANAGING DIRECTOR**

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1.1 PURPOSE

The purpose of this Communication Policy is to establish guidelines for communication between Kenya Pipeline Company (KPC) and its various stakeholders.

This Policy shall extend to the Board of Directors, Management staff, employees, and consultants of the Company and all those authorized to speak on behalf of the Company.

The basic aim of the policy is to ensure that all members of staff are well informed of the structure for providing information to parties outside the organization.

This approach will help the Company to provide timely, accurate, and high- quality information about policies, programs, services and initiatives in line with the requirements of the new Constitution.

The Communication Policy will ensure that KPC is visible, accessible and accountable to the members it serves.

The Policy will be implemented in line with the Communication Strategy and KPC Crisis Communication Plan.

1.2 POLICY GOAL AND OBJECTIVES

The goal of this policy is to ensure that communication emanating from KPC is consistent, well-coordinated and responsive to the diverse needs of stakeholders.

The objectives of the KPC communication policy:

- i. To provide a structured system where KPC stakeholders have access to accurate, timely and easy-to-understand information that is of public interest.
- ii. To ensure that KPC's communication material is up to date.
- iii. That communication with external publics adheres to the laws of the land and does not compromise the security of the pipeline and company installations, which are of strategic importance to the Country.

1.3 GUIDING PRINCIPLES

KPC recognizes that active communication with different stakeholders and the general public is an integral part of good business practice. In order to reach its overall objectives for communication, KPC follows a set of guiding principles:

1.3.1 Transparency

KPC will strive in its communication to be as transparent and open as possible while taking into consideration the sensitive nature of its business. This policy will aim to maintain a high level of accountability to various stakeholders.

1.3.2 Efficiency

KPC will employ modern communication technologies in a timely manner to convey its messages to its target groups. Different communication channels will also be utilized to ensure the firm reaches out to as many stakeholders as possible. KPC will also ensure that it responds to media and the public requests within 24 hours.

1.3.3 Proactivity

KPC will proactively develop contacts with its target groups and identify topics and issues of possible mutual interest. KPC will as a matter of policy communicate to the public pertinent issues around safe petroleum transportation.

1.3.4 Clarity

KPC will send uniform and clear messages on key policy issues, avoid unnecessary business jargon in its communication and reinforce clarity by adhering to a well-defined visual identity in its external communication.

1.3.5 Cultural awareness

As a strategic parastatal that operates in a multicultural environment, KPC will ensure that most of its communication material is provided in Official and National languages i.e. English and Kiswahili. When communicating, the Company will strive to respect the customs and norms of the communities who host us.

1.3.6 Feedback

KPC will actively and regularly seek feedback on its image and communication activities both from the media as well as from its key target groups. This feedback is to be used to fine-tune communication activities.

1.4 TARGET GROUPS

1.4.1 Customers

KPC's customers are in the private and public sectors both in and outside the country. Customer relations (branding, marketing) play an important role in the external relations of the firm.

1.4.2 Investors

KPC finances its business growth plans through internally generated funds and through borrowing from financial institutions. External communication should support the funding process by promoting name recognition and the position KPC as a top-rated institution.

1.4.3 Political decision-makers and public administration

KPC's ultimate decision-making body is the Board of Directors, the members of which are appointed by the Ministry of Energy. KPC is accountable to its parent Ministry, which creates a natural need to communicate. Being a parastatal, its activities are also closely scrutinized by various Parliamentary Committees.

1.4.4 Media

KPC considers the media as a target group in its own right, but more importantly it serves as an intermediary in reaching other key target groups. The Company will use both Traditional and Digital Media to reach to all its stakeholder.

1.4.5 General public

The general public, especially communities living along the Right of Way are an important target group for KPC. To reach this target group KPC uses the other target groups, in particular the media and local administration as multipliers of KPC's messages.

1.4.6 Staff

KPC's goal is to recruit and retain personnel that possess the competencies and skills required in order for the company to implement its strategy. Highly motivated staff coming from different communities and backgrounds is also an important multiplier in external communication.

1.5 FLOW OF INFORMATION

- a) Communication will be two-way encouraging dialogue, feedback and informing.
- b) Policy Communication will always be championed by the Managing Director effective communication will be a responsibility of every member of staff.

1.6 METHODS OF COMMUNICATION

1.6.1 Written Communication

Written Communication will remain a vital component of Communication at KPC. All written Communication should be simple, respectful and easy to understand. KPC will use letters, email, memos, minutes, circulars, notices and any other appropriate form of written communication. All external communication will be documented for future reference.

1.6.2 Oral communication

1.6.2.1 Telephone

The recommended procedure for handling incoming calls will be adhered to for both landline and mobile phone communication. Mobile phone voice communication where necessary, will be complimented with written communication.

1.6.2.2 Face-to-face

KPC recognizes the importance of face-to-face communication. KPC will incorporate face to face as one of the channels for sending the organization's messages to internal and external audiences.

1.6.2.3 Digital Media

Social Media Platforms (Twitter, Facebook, Youtube, LinkedIn, WhatsApp), Intranet, SMS, Website, E-mails, Virtual Meetings are also recognized as official means of communication.

The KPC's corporate email address shall be used for official communication and setting up of social media handles. The emails are info@kpc.co.ke, miog@kpc.co.ke, morendat@kpc.co.ke

KPC's and MIOG websites (www.kpc.co.ke, miog.kpc.co.ke) are key platforms for external communication. They will always be up-to-date, user-friendly and will clearly communicate the firm's vision and mission.

1.6.3 Corporate advertising

KPC shall continually use corporate advertising to promote consistent positive image and ensure that best advertising practices and principles are observed.

KPC shall utilize print, electronic, digital, outdoor and other support media for corporate advertising.

All KPC advertising requests shall be coordinated by the Corporate Communications Department after approval by the Managing Director.

All advertising engagements and commitments with the media shall be solely executed by the Corporate Communications Department. The office shall also ensure that all advertisements are consistent with KPC's corporate brand identity manual.

Production of KPC promotional items shall at all times reflect the company name and logo.

1.6.4 Technological Innovation and New Media

KPC should maintain a capacity for innovation and stay current with developments in communications practice and technology. As it adopts new means of communication, staff in Communications Department should always be facilitated to acquire relevant communication tools.

1.6.5 Internet and Electronic Communication

The Internet and other means of electronic communication are powerful enablers for building and sustaining effective communication within KPC and with its customers across Kenya and around the world.

The Internet facilitates interactive, two-way communication and feedback. KPC should maintain an active presence on the Internet to enable 24-hour electronic access to public programmes, services and information.

KPC should advance online initiatives aimed at expanding the reach and quality of internal and external communications, improving service delivery, connecting and interacting with customers and the public, enhancing public access and fostering public dialogue.

KPC's Web-site should be reviewed regularly by the Corporate Communications Manager, or his or her designate, who oversees and advises on Web content and design.

Web-site managers in the IT division should consult with communications staff on the editorial and visual content of Web pages, including design and presentation, to ensure publishing standards and other communication requirements are met.

1.6.6 Fairs and Exhibitions

KPC should adopt a coherent and co-ordinated approach to its participation in fairs and exhibitions. Multiple KPC departments appearing at the same event should display a unified presence that promotes common themes and messages of the company. Exhibits and display materials should conform to the standards of the Corporate Identity Manual.

1.7 CRISIS COMMUNICATION

KPC is committed to taking a pro-active approach to crisis management. No one is authorized to submit information to the news media without clearance from the Managing Director.

The Corporate Communications Department will maintain regular contacts with stakeholders and give advice where issues or developments appear likely to cause problems.

The Corporate Communications Department will monitor news events, liaise with departments affected and recommend to the Managing Director strategies for effectively managing internal and external communications.

When a crisis does occur, the Crisis Communications Committee will assess its severity and develop strategies to pro-actively deal with it. The Managing Director's office will contact the parent Ministry in such an event.

During a crisis, Communication shall be guided by the Crisis Communication Plan.

1.8 KPC SPOKESPERSON(S)

KPC's Managing Director will remain the principal spokesperson of the Company. The Managing Director may designate a staff to represent the Company.

All official policy inquiries and subsequent response should be channeled through the Corporate Communications Department.

1.9 THE MEDIA AS A KEY AUDIENCE

The Corporate Communications Department is the firm's link with the media and stakeholders, serving as a key source of information.

This information will be generated, processed and disseminated through appropriate communication channels and in liaison with relevant departments.

All press releases, conferences and briefings must be approved by the Managing Director. KPC will be impartial in providing information to the various media outlets. Such information will be released only at appropriate times.

This policy recognizes the fact that KPC can better be understood if the messages carried in the media are authentic. The Corporate Communications Department will seek to achieve this through:

- i. Maintaining a culture of open-door policy.
- ii. Packaging information emanating from KPC to make it newsworthy and current.
- iii. Providing accurate, verifiable and objective information
- iv. Engaging our stakeholders through digital media in a timely manner.

1.10 INTERNAL COMMUNICATION

KPC aims to facilitate efficient and effective internal communications among staff and all internal stakeholders to maintain a good and conducive working environment to enable the achievement of its vision and mission.

1.10.1 General guidelines for internal communication

- i. KPC encourages openness in internal communication and sharing of information unless the content or the message is deemed sensitive and therefore likely to compromise healthy relationship with stakeholders.
- ii. KPC is committed to consultation with staff over all affairs in a way that is consistent with effective management.
- iii. KPC will seek constantly to improve engagement with employees particularly in the provision of information. Staff needs and views shall be monitored through surveys, focus groups, liaison groups and committees.
- iv. All internal communications will be expressed in simple and clear language.
- v. Authorized spokespersons shall be fully informed on all developments within the facilities that could potentially require external communication or response.

1.10.2 Training and Professional Development

Managers and employees at all levels should be oriented with the Communication Policy. Incoming employees should be informed about the Policy, and encouraged to familiarize themselves with it, upon appointment.

KPC must:

- i. foster professional development among communications staff to ensure they are well-versed in the current tools and techniques of communications practice;
- ii. plan for its communication training requirements, allocate adequate resources for staff training and development, and evaluate the effectiveness of training programmes; and
- iii. facilitate communications training for employees and managers, particularly those responsible for programme and service delivery who work directly with the public, to assist them in developing the skills needed to be effective communicators for the Company.

1.10.3 The Budget

- i. The corporate budget should include a communication plan and identify resources dedicated to achieving communication goals and objectives.
- ii. The Head of Communications prepares a budget that ensures appropriate adequate resources are set aside to meet planned communication objectives.

1.11 ACCOUNTABILITY

1.11.1 Management

The Managing Director or their designate are official spokespersons for KPC. It is their role to provide leadership in establishing the priorities and overall themes of KPC.

1.11.2 Executive Committee

Responsible for approving and promulgating general administrative policy for KPC. The Executive Committee supports the Board of Directors in policy implementation.

1.11.3 Corporate Communications Manager and Communications Staff

The Corporate Communications Manager is the official designated to support the Managing Director in coordinating and directing implementation of this Policy.

The Corporate Communications Manager reports directly to the Managing Director. They are accountable to the Managing Director for managing the communications function; both at the Head Office and in the regional offices of KPC. They are additionally accountable for ensuring that: -

- i. The corporate identity requirements of KPC, as determined by the Corporate Identity Manual, are adhered to in all applications.

- ii. The Corporate Communications Manager and communications staff are actively involved in the planning, management and evaluation of events, programmes, services, and other initiatives, providing communications advice and support in all phases of operation.
- iii. Corporate Communications staff shall carry out all duties associated with the communications function. Additionally, they shall collaborate with other key personnel in providing communications advice and support.

1.12 Review

To be in tandem with the emerging global trends in communication and to enhance uniformity with national and international communication trends, this policy shall be reviewed continuously.

Version	Board Approval	Owner	Description of change
001	26/11/2014	CCM	Initial release
002	17/03/2023	CCM	Incorporating digital media