

**EFFECTIVENESS OF COMMUNICATING GOVERNMENT POLICIES:**

**A CASE OF KENYA VISION 2030**

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**A research project submitted to the University of Nairobi, School of Journalism, as partial fulfillment of the requirement for the award of Masters of Arts (MA) degree in Communication Studies**

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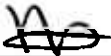
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## DECLARATION

This research is my original work and has not been submitted in any other university for a degree award

Sign  Date 13/11/2012

**KYALO LILIAN MUENI**

This research project has been submitted for examination with my approval as university supervisor.

Sign  Date 16/11/2012

**PATRICK MALUKI**

## **DEDICATION**

**I dedicate this work to my parents, my husband and my lovely daughter.**

## **ACKNOWLEDGEMENT**

My sincere appreciation goes to my supervisor Patrick Maluki for his dedication in ensuring that I finish this project on time. I also like to thank my friends and workmates for their help during the finalization of the project. Special appreciation goes to my family for their support during the entire project.

## **ABSTRACT**

The Kenya Vision 2030 is one of the country's most ambitious development blueprints that is aimed at propelling the nation into a middle-income economy with a high quality of life for its people. The success of the Kenya Vision 2030 will largely depend on the religious implementation of the document by all involved. The blueprint envisages that all Kenyans play their rightful role in the implementation of the Vision, but the question that begs is whether those entrusted with the implementation of this great blueprint really understand it, and whether they are up to the task. This study sought to find out whether the government is using effective communication to ensure that staffs in the ministries tasked with implementing the Vision understand the ideals of the master plan, and whether they have the capacity to propagate the message to their subjects. The study relied on the Stakeholder Theory, which states that all stakeholders must be involved and all their interest must be taken into accord before implementing any strategy. The internal public is a major stakeholder in any strategy and if they do not understand it well, then implementation will be difficult. The citizens can only begin to understand the Vision well, as well as understand their roles, if government officials understand and appreciate their roles in the first place. The study involved staff from all government ministries and found that there are major concerns regarding how the Vision has been communicated to them.

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## **ABBREVIATIONS AND ACRONYMS**

**CSOS – Civil Society Organizations**

**DFID - Department for International Development**

**GPD – Gross Domestic Product**

**MDGs – Millennium Development Goals**

**MTP - Medium Term Plan**

**NGOs – Non- Governmental Organizations**

**PETs - Public Expenditure Tracking Survey**

**PRSP - Poverty Reduction Strategy program**

**SPSS – Statistical Package for Social Science**

**Communication - Communication is the sharing of ideas and information**

**Stakeholders - those groups without whose support the organization would cease to exist**

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background

Communication is crucial in development, whether in the form of dissemination, guidelines, prescriptions, recommendations, advocacy, promotion, persuasion, education, conversation, roundtables, consultations, dialogue, counseling or entertainment. Sometimes, providing information is the most powerful strategy available. Information is a tool that helps people help themselves, in a 'fishing-pole-rather-than-fish' sort of way. Information is also the lever that people need to hold government accountable and to ensure transparency in participative and empowering processes. As one development communicator has put it 'they say sunlight is the best disinfectant. Well, let the sunlight in!'<sup>1</sup>

It is sometimes assumed that we need more communication of evidence within the international development field. This is not necessarily true. More communication can simply end up as a form of 'pushing knowledge down a hosepipe, in the hope that at least some of it will come out the other end'.<sup>2</sup> What we need, therefore, is far better communication of evidence within the international development field.

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<sup>1</sup> Rick Davies ([www.mande.co.uk](http://www.mande.co.uk)).

<sup>2</sup> Barnett, Andrew (4 April 2005) 'Reducing poverty needs an 'innovation system' approach', SciDev.Net,

Communication is often about more than providing information. It is about fostering social awareness and facilitating public democratic dialogue. It is about contributing to evidence-based policy, and about building a shared understanding which can lead to social change.

It is about creating space for the voices of the poor to be heard, and, ultimately, it is about redistributing power. However, these positive effects of communication do not come automatically. More communication does not automatically mean more development. In fact, in certain situations, disempowering or esoteric communication dynamics can dramatically *hinder* development. Think of gender and power issues, or the provision of incorrect information. This is why it is important to communicate better.

Communication, when it is done well, does not only benefit the 'recipient'. It also benefits the 'sender'. But this aspect of communication is often overlooked. We tend to think of communication as a process of teaching others or of telling others everything we know ('spread the good news!'). But communication is also a process whereby the 'senders' themselves can learn a lot. If we think strategically about the communication process, we can maximize our own benefits too. We learn different things by using a range of communication activities, or by strategically choosing the communication activity that will give us most information in return. For example, by putting documents on the Web and tracking which of them are downloaded or picked up by other websites, it is possible to get a sense of which topics spark an interest in which networks. By hosting workshops or public meetings, it is possible to get a sense of which research is regarded as credible, and which is not. By asking for feedback as part of our

communication activities, it is possible to get a sense of the needs and frustrations of the target audience, and therefore of how we might increase the impact of our knowledge.

Mortimore and Tiffen<sup>3</sup> suggest that if you already know who your target audience is, then the best way to ensure that they regard your research findings as credible and useful is to engage in two-way communication with them. The dry-land development projects described in their article had to engage with many different target groups, including scientists, national level policymakers, donors, NGO staff and the beneficiaries themselves. Each of these groups has different communication needs. They access information in different ways, they have different perceptions of credibility, and they are used to seeing research results in different formats and at different times. Therefore, the more we are able to *engage with each group* in a meaningful process of communication, the more likely we are to learn how to maximize the uptake and impact of our research.

Government's mandate requires that its communication should enhance access to information that enables the public to participate in the country's transformation and in bettering their own lives; that it should bring the realities of our emergent and thriving democracy to the attention of the international community; and promote the renaissance of Africa, including regional integration and implementation of people-centered development programmes. The means of achieving the mandate for government

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<sup>3</sup> Mortimore, Michael and Mary Tiffen (2003) 'Promoting Research-Policy Dialogues: Lessons from Four Studies of

Dryland Development in Sub-Saharan Africa' *Drylands Research Working Paper* No 41,

communication have evolved over the past 15 years, but the core vision remains the same: to achieve integrated, coordinated and coherent communication between the Government of Kenya and its citizens, and to enable those citizens to participate in the country's transformation.

Although policies are formally put in place by governments, different stakeholders -- and in particular the private sector -- make inputs into the policy process and affect its outcomes. The government, therefore, fosters an environment that provides resources, including time, money and logistics, to start the process of communication policy development.

### **1.1.1 Communication**

Communication is the sharing of ideas and information, and this interface is a vital key in the management of any organization. The art is used as a process of exchanging ideas, where the sender transmits information using various means like telephone, email, website and newsletter, either for the information of the recipients or for feedback. There is little point in an organization having strong policies and ideas if they cannot be communicated effectively to others.

In some cases, governments totally own, manipulate and/or terrorize the media in their country. Commonly, institutional culture plays an important role in shaping a government's approach to communication.



*The “triangle of distrust” among all parties involved, from NGOs to media to government, calls for innovative approaches to building trust and finding common ground.*

#### **1.1.1.1 Government communication**

Exactly what is meant by the term ‘government communication’ currently varies dramatically from author to author, ranging from its association with all forms of political activity (Deutsch, 1963; Bang 2003) to a very specific focus on one limited type of activity, like political advertising (Firestone 1970; Young 2007). Needless to say, the consequences of the definition adopted greatly affects the conclusions reached pertaining to the growth and spread of communications activity and its impact. Thinking about such activities as ‘policy tools’, however, helps to sort out the different goals and purposes of government communication, a first step towards establishing a typology of such activities; itself the first step towards effective empirical analysis and theory construction. That is, ‘government communication’ can be thought of as a generic name for a wide variety of a specific type or category of governing instruments, ones which typically draw upon what Christopher Hood (1986) called ‘nodality’ or the use of government informational resources to influence and direct policy actions through the provision or withholding of ‘information’ or ‘knowledge’ from societal actors.

#### **1.1.1.2 The functions of government communication**

There are three primary functions of government communication: informing, advocating/persuading (for policies and reforms), and engaging citizens. Communication

represents an important function of government and is responsible for improving three principle elements of governance: effectiveness (building broad support and legitimacy for programs), responsiveness (knowing citizens needs and responding to them), and accountability (explaining government stewardship and providing mechanisms to hold governments accountable). Many countries lack a culture of consultation and participation, and this is exacerbated by low literacy rates and lack of information provision. But enhanced citizen participation is a key indicator of effective government communication.

Effective public communication efforts enable citizen participation. Therefore, government communication is more than just developing effective spokespeople, it also involves the provision of customer oriented services, and building capacity for citizens to provide government with feedback as regards these services. In developing countries, this requires crafting and promoting good practices when it comes to transparency issues. It is important to understand that neglecting to provide information to the public represents a serious impediment to governance, and underscoring the benefits of improved government communication has a strong multiplier effect. This point underlies the need to address what incentives governments have to share information (both internally and externally) or be held accountable, and explain how improved communication capacity can deliver those benefits. External communication (with the media and the public) can have a disciplining impact on policy work and help coordinate communication within governments, because consistent internal information is required to communicate efficiently and effectively with external audiences. In many cases, countries not only lack

capacity in communication between government and the public, but also internal communication among government agencies.

### **1.1.2 Kenya Vision 2030**

Kenya Vision 2030 is the country's new development blueprint covering the period 2008 to 2030. It aims to transform Kenya into a newly industrialized, middle-income country providing a high-quality life to all its citizens by the year 2030. The Vision is based on three pillars, the economic, the social and the political. The adoption of the Vision by Kenya comes after the successful implementation of the Economic Recovery Strategy for Wealth and Employment Creation which has seen the country's economy back on the path to rapid growth since 2002, from when GDP (Gross Domestic Product) grew from a low of 0.6% to 6.1% in 2006.<sup>4</sup>

The economic pillar aims to improve the prosperity of all Kenyans through an economic development programme, covering all the regions of Kenya, and aiming to achieve an average GDP growth rate of 10% per annum beginning in 2012. The social pillar seeks to build a just and cohesive society with social equity in a clean and secure environment, while the political pillar aims to realize a democratic system founded on issue-based politics and that respects the rule of law and protects the rights and freedoms of every individual in the Kenyan society.

The Kenya Vision 2030 is to be implemented in successive five-year Medium-Term Plans, with the first such plan covering the period between 2008 and 2012. At an

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<sup>4</sup> Kenya Economic Survey 2007

appropriate stage, another five-year plan will be produced covering the period 2012 to 2017, and so on until 2030. As the country makes progress to middle-income status through these development plans, it is expected to have met its Millennium Development Goals (MDGs), whose deadline is 2015.

Kenyans, therefore, need to be adequately informed on the development blueprint as well as their roles. From the various field visits that have been conducted, it has been apparent that even some government heads at the district level are not well informed about the Vision, yet they are the envisaged implementers. Most of them, when asked what the Vision is all about, refer people to the District Development Officers. The masses are not faring well either, and this is an indicator that other government policies from the various ministries that are rarely publicized are alien projects to the ruled. Are the government's communication strategies poor, or are the citizens to blame for not seeking information?

## **1.2 Statement of the Problem**

The Kenyan government has put in place a number of policies that are aimed towards improving the life of the citizens in some way. One such is the country's new development blueprint covering the period 2008 to 2030 -- the Kenya Vision 2030. It aims to transform Kenya into a newly industrialized, middle-income country providing a high quality life to all its citizens by the year 2030.

The only mention of communications as a public policy issue in Kenya's current Vision 2030 relates to the establishment of basic infrastructural facilities throughout the country. This approach to the communications issue also typifies previous development plans and suggests problems inherent in the way the country has chosen to only address one dimension of a multi-faceted area of national development.

This development blueprint should be known to each Kenyan, regardless of their status, but despite the various efforts the government has put in place to ensure every individual is informed about the Vision and the role they are supposed to play towards realization of the Vision, most Kenyans in rural areas are still not aware of the blueprint and its objectives, and these, worryingly, include some government officers at both the district and devolved levels. The current constitution strives to ensure transparency and accountability to the people and also proposes a devolved government structure that ensures services are brought closer to the people.

Chapter Four of Kenya's constitution also guarantees everyone their fundamental rights, including the right to correct information. The people, therefore, need to be informed of the various government policies, and the means of that communication should be effective and efficient.

Similarly, the size and cost of Government communications have grown considerably in recent years. This growth means that it is more important than ever to scrutinise this area and ensure that it is effective and delivers value for money. This study therefore seeks to

find out the effectiveness of the various strategies employed by the government in communicating its policies, and identify the strategies that are more effective for communication of government policies to the citizens.

### **1.3 General Objective**

The main objective of this study is to analyze the effectiveness of government strategies of communication of policies with respect to the Kenya Vision 2030 development blueprint.

#### **1.3.1 Other Objectives**

- i) To determine the effectiveness of various strategies employed by the government in communication of Kenya Vision 2030 to the public.
- ii) To establish the structures the government has put in place to ensure effective communication of Vision 2030
- iii) To determine the strategies that are more effective for communication of Kenya Vision 2030, and
- iv) To make appropriate policy recommendations based on the study findings.

### **1.4 Significance of the study**

This study is motivated by both Kenya's new Constitution and the premise that Governments have an interest in instituting regimes of transparency and accountability. Providing citizens with adequate information on priorities, programs, and activities

ensures the legitimacy of the government and therefore stabilizes the political situation in a country.

Given the enormity of the Kenya Vision 2030, it is in the interest of the government to communicate, and effectively so, the immense promise of the blueprint and the role every citizen is expected to play towards the achievement of this noble goal. We must also take cognizance of the fact that, as legitimate players in evolving public spheres, governments benefit from developing and maintaining effective communication capacity with their citizens as this helps them to better take stock of their needs and preferences, and to foster a more deliberative public space for multi-stakeholder participation, informed policy debate, and development effectiveness.

## **1.5 Theoretical framework**

### **Stakeholder's theory**

The traditional definition of a stakeholder is “any group or individual who can affect or is affected by the achievement of the organization’s objectives” (Freeman 1984). The general idea of the Stakeholder concept is a redefinition of the organization. In general the concept is about what the organization should be and how it should be conceptualized. Friedman (2006) states that the organization itself should be thought of as grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints. This stakeholder management is thought to be fulfilled by the managers of a firm. The managers should on the one hand manage the corporation

for the benefit of its stakeholders in order to ensure their rights and the participation in decision making.

Stakeholder Theory posits a model of the enterprise in which "all persons or groups with legitimate interests participating in an enterprise do so to obtain benefits, and there is no prima facie priority of one set of interests and benefits over another" (Donaldson and Preston, 1995:68). The model rejects the idea that the enterprise exists to serve the interest of its owners, be that maximizing their wealth or some other reason for being in business. Rather, the model is based on the idea that the enterprise exists to serve the many stakeholders who have an interest in it or who in some way may be harmed or benefitted by it.

Communicating the Kenya Vision 2030 will therefore require involvement of all the governments' stakeholders. The majority of the stakeholders include the citizenry who are the main beneficiaries of the blueprint. The investors need to be involved for them to be able to invest in the vision. The media would also be a crucial stakeholder since they will be able to enhance awareness of the Vision

## **1.6 Hypothesis**

- 1. Strategies employed by the government in communication of Kenya Vision 2030 to the public are very effective.**
- 2. There are structures that the government has put in place to ensure effective communication of Vision 2030.**



## **Chapter outline**

The information that will be contained in the various chapters of this research proposal will entail namely: Chapter One provides the introduction, background, problem statement, objectives hypothesis and the theoretical framework; Chapter Two gives the various literature reviewed in the study; and Chapter Three will elaborate the methodology, containing introduction, research design, target population, sample and sampling procedures, research instruments, data collection procedure, and data analysis procedure.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter gives a concise overview of various literatures on effective government communication. One of the most important tasks of a government is to provide clear, truthful and factual information to its citizens. The accurate and impartial communication of information about government policies, activities and services is critical to the democratic process. Government communications embrace two separate but complementary areas of activity: Government communication with the media, and Government communication directly with the public.

The Kenyan government needs to re-assess how it approaches the media and the public because of changes in expectations and demands from both these groups. New technology has led to an ever-larger media with a 24-hour appetite to feed, and has also made it considerably easier to communicate directly with the public, which in turn has changed public expectations about access to information. In addition, the Kenya Constitution 2010 empowers Kenyans with freedom of access to information.

#### **2.2 Literature on communication**

Purposeful and concise communication between government and its citizens is a moral obligation as well as a pragmatic practice that originates from the very principles of democracy (Viteritti, 1997). Governmental transparency has been defined by Finel and Lord (1999) as the following: Transparency comprises the legal, political, and

institutional structures that make information about the internal characteristics of a government and society available to actors both inside and outside the domestic political system. Transparency is increased by any mechanism that leads to the public disclosure of information, whether a free press, open government, hearings, or the existence of non-governmental organizations with an incentive to release objective information about the government.

According to Piotrowski (2007), Governmental transparency allows the public to develop a more accurate picture of what is happening inside a government. This allows publics to evaluate the performance of governmental agencies, hold them accountable, and answer concerns pertaining to management of public resources. Since people are affected by decisions made by governmental bodies, they have a right to know how the decisions were made. Balkin (1999) identified three primary purposes for transparency: providing essential information to publics, increasing public participation, and holding organizations accountable.

These three purposes are reflected in Cotterrell's (1999) definition of transparency: Transparency is the availability of information on matters of public concern, the ability of citizens to participate in political decision, and the accountability of government to public opinion or legal processes. Public communication about potential policies is important for a variety of reasons. For instance, an empirical study published by Kleinnijenhuis and Van Hoof (2006) showed that public satisfaction with the government is increased more by the communication of ambitions (potential policies) than by the communication of

results (implemented policies). In another empirical study, Kampen, Van de Walle, Maddens, and Bouckaert (2005) concluded that a lack of transparency (secrecy, falsification, spin, etc.) is a major impetus for citizens' criticism of government. Furthermore, misperceptions by government and citizens lead to confusion between potential policies, real policies, and faulty implementation as demonstrated by several surveys (i.e., Gelders, 2005a,b).

Silvio Waisbord (2003) provides useful guidance on maximizing the impact of communication programmes on governance, by advocating a differentiated approach as follows: conventional mass media to reach large populations; social marketing to target specific groups; social mobilization to bolster participation; media advocacy to gain support from governments and donors; popular folk media to generate dialogue and activate information networks

Applying a differentiated approach, dependent on both the existing level of communication in society and the form of governance, is considered vital to success. For example, in repressive environments with limited freedom to speak, use of the Internet may prove to be the most effective way of generating a momentum for change, whilst in more open environments formalized partnerships and citizen feedback systems, as in Bangalore, form a good basis for policy. Waisbord also emphasizes the need to integrate top-down and bottom-up approaches by using communication at multiple levels, including civil society, government and donors; and the importance of combining media

and interpersonal communication – the media to raise awareness and knowledge, and interpersonal communication to induce behavioral change.

Interactive media development based on the Internet is another important factor that has the potential to influence reforms and changes in the political and socio-economic environments of a society (Kazoleas & Teigen, 2006). The development of communication technologies has created opportunities or challenges for the government sector. Today, national and foreign citizens have more access to government information, and they actively participate in governmental decision making. Political participation seems to be increasing in many nations (Larsson, 2006). By empowering citizens' participation in social and political debates, the interactive media has contributed to the development of democratic society and to increase the level of participation, equality, and transparency of a society (Larsson, 2006).

The United Nations has noted that non-governmental sectors such as private stakeholders or communities expect better performance and service from their governments, and governments need the trust of its citizens to build a successful relationship with their stakeholders ("Global E-government Survey," 2008). Governments have reformed their communication infrastructure with innovative structures and practices to meet their public relations goals, and public administrations in many countries around the world have shed light on proactive, efficient, transparent, and service-oriented public communications. In this context, information and communication technologies have

taken an important place in empowering the public sector to achieve their social and economic-transformation goals.

The demand for direct communication between governments and host stakeholders has enhanced public relations practices by the public sector and emphasized the trust-based relationship between citizens and government (Kazoleas & Teigen, 2006; J. Grunig & Dozier, 1992; J. Grunig & Hunt, 1984). From a net-relations perspective, organizations or governments use interactive media as a relationship-building tool to satisfy citizens' demand for public access to information and social engagement (Kazoleas & Teigen, 2006). Moreover, the interactive media have been changed by the characteristics of public relations from the top-down information model to bottom-up communication approach (Kazoleas & Teigen, 2006).

Kent and Taylor (1998) introduced the dialogic communication theory which considers dialogue as a byproduct of J. Grunig and Hunt's (1984) two-way symmetrical process in the World Wide Web context. According to Kent and Taylor (1998), organizations can provide information not only that they want to deliver to stakeholders, but also that stakeholders demand from organizations. The authors indicated five requirements for interactive online public relations: Usefulness of information, generation of return visit, ease of the interface, the rule of conservation of visitors, and dialogic loop (Kent & Taylor, 1998). Moreover, Kent and Taylor (2002) indicated five principles of dialogue: mutuality, propinquity, empathy, risk, and commitment.

### **2.3 Effective communication**

The responsibility for sharing information that allows for more transparent governance falls squarely on the shoulders of public affairs, public information, and communications officials in governmental agencies. These communicators can be found in all governmental organizations at the national, state, and local levels. They have the obligation to keep publics informed, increase awareness of public policies and how they were created, facilitate feedback and two-way communication with publics, and use that information to improve agency performance and accountability (Avery et al. 1995; Garnett, 1997).

J. Arthur Heise (1985) proposed a model for public communication to help government communicate more effectively with the many publics it serves. The model consists of five tenets.

First, government officials needed to make publicly available all releasable information, whether it sheds a positive or negative light on the organization. This dissemination needs to be timely and completely accurate.

Second, government officials need to communicate with their publics through the mass media and other channels. Third, rather than continue to rely on a small group of politically active organizations and individuals for partial and biased feedback, government communicators need to develop better channels to gather perspectives and feedback from all of its constituent groups.

Fourth, senior public officials should legitimately employ public resources and communication channels for the purpose of policy making, without bias toward electoral politics.

Fifth, the implementation of the public communication approach needs to be the responsibility of top administrators who hold communicators responsible for the implementation of the agency's communications policy.

While developing a transparency model for government communications, Fairbanks *et al.* (2007) interviewed several federal government communicators and found that the majority recognized the need for and benefits of transparency and believed that it is essential to a functioning democracy. Although many government communicators valued transparency, the model posits that there were other factors that influence the practice, namely the *communication practices* of the agency, the *organizational support* for transparency, and whether there are *adequate resources*. Many communicators expressed concern about how to determine how much information to release. There was a fear of releasing too much information and that it was often safer to be more conservative with messages, unless there was strong organizational support for transparency. At the same time, transparency requires significant resources. Upkeep of Web pages, responding to requests, and working with media requires additional time, personnel and money.



According to Thijs (2004), citizens expect more and more from government and they are inclined to compare the service delivery in the public and private sector. Ringeling (1993) claims that the negative image of government has more to do with the manner by which citizens evaluate the government than by the government's actual public performance. According to Ringeling, when evaluating governments, citizens tend to focus too much on negative aspects and have high expectations, which do not take into account the peculiar challenges governments face. National governments also find themselves in a new situation where other actors e.g., the media, multinationals, and public actors at supranational/local levels have increased their power. Bovens, Derksen, Witteveen, Becker, and Kalma (1995) called this phenomenon the move of politics.

Besley and Burgess look at the impact that information flows, from democratic institutions and the mass media, have on government responsiveness. They find that governments are more responsive in areas where local language newspaper circulation is higher, resulting in increased political pressure, competition and a higher voter turnout. Once again, the enabling environment for good governance and communication is important, as the citizens in the study have formalized systems for holding their agents to account.

The authors do, however, reinforce the importance of media and communication in political accountability, concluding that: 'The formal institutions of political competition (such as open elections) are not sufficient to deliver responsive government unless voters

have real authority to discipline poorly functioning incumbents. This requires effective institutions for information transmission to voters.’ Besley and Burgess, 2002.

Similarly, Besley and Burgess find a strong, significant and positive correlation between newspaper circulation levels and government responsiveness, with a one percent increase in newspaper circulation resulting in a 2.4 per cent increase in public food distribution and a 5.5 per cent increase in calamity relief expenditures. It appears that states with higher levels of media development are more active in protecting vulnerable citizens. Communication is therefore an important facet of good governance, but equally, some good governance/democratic conditions are required for communication to have a real impact on governance.

#### **2.4 Communicating government policies**

As policies cannot always be delivered and some problems are inadequately solved (due to a variety of reasons: lack of autonomy, conflicts of competence, supranational interferences, rules, and practical burdens), politicians will typically focus on their good intentions (Buurma, 2001; Huyse, 2003). While some research indicates that journalists look favorably upon communication about potential policies (Gelders, De Cock, Neijens & Roe, 2007), the practice may also draw criticism concerning politicians' attempt to spin the issues (Downes, 1998; Esser, Reinemann, & Fan, 2000; Palmer, 2000). While acknowledging that government public relations also has a dark side, we will suggest a model for ethical communication about potential policies.

As is well known, Hood (1983; 1986; 2007; Hood and Margetts 2007) argued that governments have essentially four resources at their disposal; nodality, authority, treasure, and organizational (or 'NATO' in Hood's terminology) which they use to monitor society and alter its behaviour. In Hood's scheme, instruments are grouped together according to (1) which of these resources they primarily rely upon for their effectiveness and (2) whether the instrument is designed to effect or detect changes in a policy environment (Hood 1986; Anderson 1977).

State capability, defined by DFID... as the extent to which leaders and governments are able to get things done (DFID, 2006) or the capacity of government departments to meet the needs and demands of the citizenry, is a vital function of good governance. This capacity is deeply intertwined with the concepts of accountability and responsiveness with the importance of accountability and transparency to state capacity supported by empirical analysis.

Roumeen Islam, for example, shows that countries with better information flows as measured by indicators for transparency and access to information score higher on a number of good-governance indicators, including government effectiveness, bureaucratic efficiency, control of corruption, voice and accountability and the rule of law. Through empirical analysis comparing a number of countries, she demonstrates a clear correlation between information flows and quality of governance: 'better availability of economic data and the ability of people to demand and receive the information they need are highly correlated with governance.' (Islam, 2003).

Daniel Kaufmann's analysis, for example, supports a strong (0.97) correlation between communication and governance utilising the World Bank Voice and Accountability Indicator and regressing it to the Press Freedom Index. This analysis is based on the development of country-level and international comparable indicators of both media freedom and governance. Such data includes analysis of media ownership, the political environment including freedom of expression, and the legal and regulatory environment for media. Kaufmann's analysis supports the idea that the media acts as a monitor, a discussion forum, a tracking device and a tool of advocacy, but tempers his argument by confirming that, for communication to have a positive impact on governance, it needs a good, enabling environment.

There are growing indications that e-government can enhance openness and transparency, particularly in relation to corruption, and that this also can have a strong positive impact upon state capacity (eg Clift, 2004). OECD ..... policy brief states: 'E-Government can help build trust between government and citizen. Building trust between governments and citizens is fundamental to good governance. ICT can help build trust by enabling citizen engagement in the policy process, promoting open and accountable government and helping to prevent corruption.' (OECD, 2003).

Accountability, defined by DFID as the ability of citizens, civil society and the private sector to scrutinise public institutions and governments and hold them to account (DFID, 2006), is a vital function of good governance. In "Are you Being Served: Political Accountability and the Quality of Government", Adsera *et al* conclude that: 'how well

any government functions hinges on how good citizens are at making their politicians accountable for their actions...That it is only when citizens effectively discipline policy makers to service them that public goods are delivered in an efficient manner.' (Adsera *et al*, 2003)

Goetz and Gaventa also assert that for citizen engagement with service providers to move beyond consultation to real influence, citizens must enjoy rights to a more meaningful form of participation. This would include formal recognition for citizens groups, their right to information about government decision-making and spending patterns, and rights to seek redress for poor quality service delivery (Goetz and Gaventa, 2001). Communication, the flow of information and dialogue between citizens and the government, is therefore central to accountable government. Good governance requires that public policies and institutions respond to the needs of their citizens and take their voices into account. A crucial part of this is a vibrant civil society, empowered to make demands on its government, and allowed to participate and influence decision-making. One area where citizen participation has been particularly noteworthy is public financial management and budget expenditure.

The allocation and disbursement of public money concerns people in a number of ways. Allocation of funds to budget areas is highly political, and whether money actually gets to where it is allocated directly affects public services. Effective communication by government is therefore very critical to ensure realization of results and can facilitate citizen involvement at different stages of the budgetary process, namely: in deciding

where money should be allocated through involvement in the consultations around the development of the national strategy papers and development plans; in checking that the money reaches its intended target through expenditure tracking e.g. PETS; in using this to hold government accountable and demand change through lobbying and the media.

‘Poverty reduction strategies are far more likely to be effective and sustainable when they are evolved and implemented with the full participation of the broadest possible segments of the country.’ (Mozammel and Odugbemi, 2005). Strategic communication is about actively seeking the contributions of citizens to shape policy. Mozammel and Odugbemi’s report outlines the major issues impeding genuine participation in the development of Poverty Reduction Strategy Program (PRSP) as:

Lack of information from the relevant ministries;

- Lack of trust and confidence about the process;
- A top-down and ad-hoc approach to public involvement in the process;
- A tendency to stop participation efforts as soon as the PRSP is finalized

The PRS development process in Tanzania displayed many of the problems listed above (ibid). Communication efforts were mostly ad-hoc and driven by donors; civil society was not part of a wider communication strategy; and there were few mechanisms in place to absorb feedback or enquiries, not only from the public, but also from formal consultations. Following a PRS review initiated in late 2003, efforts to ensure appropriate participation and communication became much more focused. Four technical working

groups were set up, two of them containing significant numbers of civil society organizations (CSOs). These play an important role in disseminating information to the wider population, monitoring policy impact and gathering feedback from citizens, and are also increasingly getting involved in higher level public expenditure reviews and PRSP consultations as their capacity grows. Three major communications initiatives were considered particularly successful.

First, the “*Tanzania Without Poverty*” booklets were widely distributed through CSO networks and advertised by workshops and posters. The booklets explained in plain language the basic themes of the PRSP, as well as posing thought-provoking questions, and became very popular reading for the general population.

Second, the Poverty Policy Week event was very effective in bringing together key stakeholders (including government, CSOs and donors) and has become a regular annual event. This is a four-day workshop on the PRSP review, and on the first occasion over 600 people were invited, with 300 participating each day. Initially donor-driven, the government has increasingly taken interest in what is now a completely government-owned event.

Third, a survey established baseline indicators to measure the level of public satisfaction with the PRSP. In spite of many achievements in Tanzania, there are still challenges ahead in strengthening communication flows, and balancing the need for a broad mix of members in the working groups with the need for consistent and continuous dialogue.

Communicating too much may create an information overload, and means of communication need to be suitable for different target groups, especially the illiterate.

Ablo and Reinikka (1998) undertook a public expenditure tracking survey in Uganda, and provided citizens and users of public services with the means to monitor their access to services and the allocation of government money. The tracking survey was prompted by initial findings that primary school enrolment did not improve in Uganda, in spite of significant increases in budget allocations.

The survey discovered three major issues: First, instead of enrolment being stagnant, there had actually been a 60 per cent increase in the period in question, casting serious doubt over the reliability of the officially collected and reported data. Second, district authorities kept most of the non-wage funds meant for primary schools in 1991-1995, leaving a large proportion of tuition fees to be paid by parents. Finally, the quality of public services varied considerably between sectors, depending on the institutional context and incentives for providers. For instance, parent-teacher associations successfully exerted a lot of pressure on schools for accountability and better services in return for their contributions, while users of health clinics were not organized in the same way, and would often rather opt for private services if they could afford it.

Following the survey, the Ugandan government took a number of steps to increase the information flow within the system. These included hands-on measures such as schools being required to post regular information on funds they receive on their notice boards, and monthly transfers of public funds for wage and non-wage expenditure being



published in the main newspapers and broadcast by radio. The World Bank mounted a public expenditure tracking survey (PETS) which was repeated in 2001. This found that over the period, the percentage of money reaching individual schools increased from 20 to 80% of the grant. The researchers concluded: 'A strong relationship exists between proximity to a newspaper outlet and reduction in capture since the newspaper campaign started, which represents a significant change in pattern from the five-year period preceding the campaign....we find that public access to information is a powerful deterrent to capture of funds at the local level.' (Reinikka and Svensson, 2003). However, the survey did find that parents do not have much control over public budget prioritisations when the budget is dominated by central and local government.

Most of the literature reviewed shows that positive benefit of communication is most evident when the basic preconditions for democracy and/or good governance exist, for example, when there are established mechanisms for holding government to account, as in elections, and when the government is prepared to listen, as in the case of Bangalore. Hence it has been suggested that communication and governance operate hand-in-hand rather than as discrete processes.

Communication can serve to awaken both the citizenry and the government to their respective commitments, but, equally, improved governance can provide the freedom and space necessary for improved communication. As Shahi Tharoor states: 'the two concepts good governance and press freedom can and must develop together as part of an integrated approach to nation building.' (Tharoor, 2007). In this sense, the connection

between communication and good governance cannot simply be assumed it is not enough to create the means of communication, it is also necessary to ensure that enabling factors are in place so that voices can be heard and citizens be provided with the means to hold government to account.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter outlines how data was collected and method of analysis that was used in the study. Specifically the chapter describes the research design, scope of the study, the target population, the sample, sampling method distribution of questionnaire, data collection, data analysis and presentation.

#### **3.2 Research Design**

The study used primary method of obtaining data. The design used both quantitative approaches. The study approach used in the research was appropriate in determining the effectiveness of communicating government policies to the public. The approach taken by this study enabled the researcher to obtain a proof that communication strategies employed by the Government Institutions are not effective. The research deployed the use of structured questionnaires to get responses from those who were sampled in the study. The approach used helped the researcher to answer how and why the communication strategies used by the Kenyan government have failed and also helped determine better ways of communicating the vision 2030.

#### **3.3 Research Site**

The study was carried out on government employees who work in Nairobi. The field study was therefore conducted in Government offices where primary data was collected using structured questionnaire. Government offices based in Nairobi were selected since

some Ministries are just adjacent to one another; hence it was convenient to collect data from many respondents from different Ministries within the shortest time possible. The choice of site was also convenient to the researcher who is also a fulltime employee and would not be able to conduct survey in other parts of the country.

### **3.4 Target Population**

Nachimias, (1976), defines population as a set of individuals, objects or events that have the same characteristics that are observable. The population can also be described as the aggregate of all cases that conform to some designated set of specifications. Mugenda, (2003), classifies population into two categories; the target population and the accessible population. Target population is that population the researcher wants to generalize the results of the study while the Accessible population is that population the researcher can easily find and study experimentally. In this case the target population was all the employees of government and the accessible population was only a portion of those ones working in government offices Nairobi County.

### **3.5 Sample size**

The study used 150 respondents to obtain data. Seitel (1987:123) recommended that in a population of 500,000 it is appropriate to use a random sample of 384 respondents within a percent error margin. In the study it is estimated that the total population is 80,000 and therefore the study found it appropriate to use a 150 sample size.

### **3.6 Data Collection Procedure**

Primary data for this study was collected using self-administered questionnaires. The questionnaire had open-ended questions and some structured responses. Pre-testing of the questionnaire was done in order to determine its appropriateness before it was given to the entire population. The questionnaires were presented personally by the researcher to the respondents and filled immediately. The researcher also used trained and qualified research assistants to assist with the questionnaire distribution. In cases where it was not possible to collect the questionnaire immediately, arrangements were made to collect the questionnaire at a later agreed date.

The type of respondent and the area coverage in this study made the use of a questionnaire very ideal as opposed to other methods of primary data collection. Whereas personal interview is the best method of data collection, because the interviewer is able to collect both verbal and non-verbal information and is able to clarify responses, it is not feasible for this study.

### **3.7 Data Analysis Procedure**

The process of data analysis involved several stages namely; data clean up, data reduction, data differentiation and explanation. Data clean up involved editing, coding, and tabulation in order to detect any anomalies in the responses and assign specific numerical values to the responses for further analysis.

Completed questionnaires were edited for completeness and consistency. The data was then coded and checked for any errors and omissions (Kothari, 1990). Data was analyzed using Statistical Package for Social Science (SPSS) program.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND PRESENTATION OF FINDINGS**

#### **4.1 Introduction**

This chapter presents the results obtained after the survey was conducted among employees working in various ministries in Nairobi to determine the “**Effectiveness of Communicating Government Policies: A Case Study of Vision 2030**”. Questionnaires were randomly distributed to employees in various government offices and, after collecting the filled questionnaires, they were coded. A Statistical Package for Social Sciences (SPSS) was used to analyze data and to generate descriptive statistics like frequency tables, pie charts and bar charts. Some 150 questionnaires were distributed and the response rate was 100%. All the questions were filled, making the survey 100% successful.

#### **4.2 Research Findings**

In the study, 150 respondents were sampled from various ministries

##### **4.2.1 Gender**

As table 1 below shows, 42 per cent of the respondents were female and the remaining 58 per cent male.

**Table 4.1 Gender**

		Frequency	Per cent
Valid	Female	63	42.0
	Male	87	58.0
	Total	150	100.0

**4.2.2 Age group**

The study sought to know the range of ages of those expected to ensure that Vision 2030 is achieved. Forty two per cent of the respondents were between the ages 26 and 35, 46 per cent under 25 years, 8 per cent between ages 36 and 45, and four per cent above 45.



**Table 4.2 Age Group**

		Frequency	Per cent
Valid	26-35 Years	63	42.0
	36-45 Years	12	8.0
	Above 45 Years	6	4.0
	Under 25 Years	69	46.0
	Total	150	100.0

**4.2.3 Highest Level of Educational**

The study sought to know the educational levels of those sampled. Seventy six per cent had achieved a university level, 12 per cent post-graduate level, 8 per cent college/tertiary level and 4 per cent secondary school education.

**Table 4.3 Highest Level of Educational**

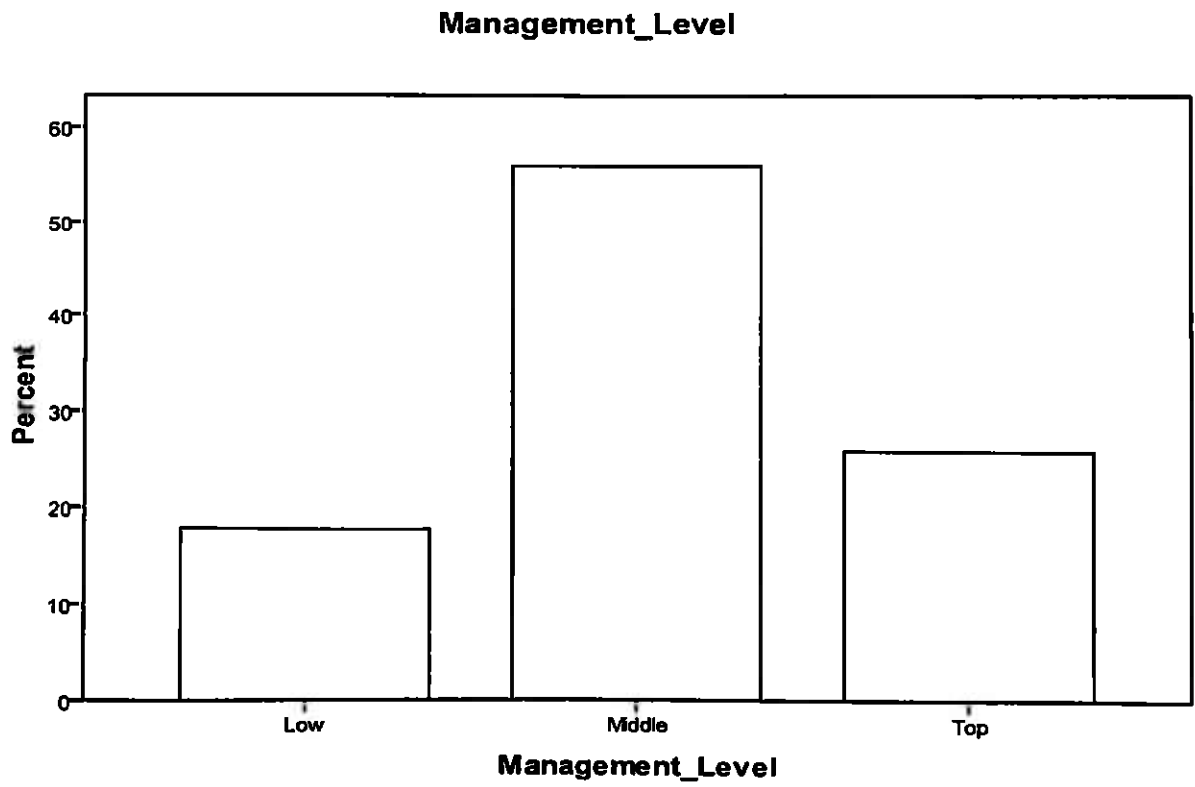
		Frequency	Per cent
Valid	College/Tertiary	12	8.0
	Post Graduate	18	12.0
	Secondary	6	4.0
	University	114	76.0
	Total	150	100.0

**Table 4.4 Management Level**

		Frequency	Per cent
Valid	Low	27	18.0
	Middle	84	56.0
	Top	39	26.0
	Total	150	100.0

In table 4.4 above and figure 4.1 below; 56.0 per cent of the respondents reported that they were in Middle Management positions, 26.0 per cent in Top Management while 18.0 per cent were in Low Management levels.

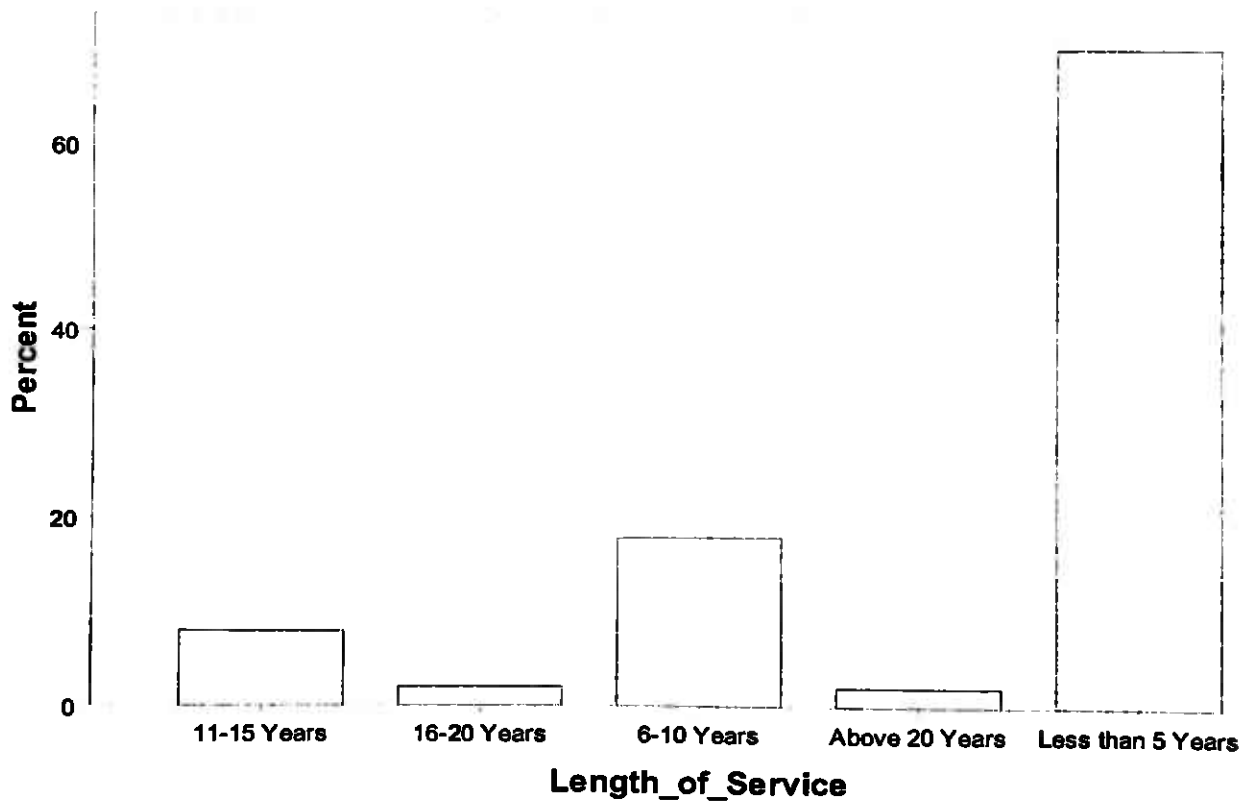
**Figure 4.1 Management level**



**Table 4.5: Length of Service in the Ministry**

	Frequency	Per cent
Valid		
11-15 Years	12	8.0
16-20 Years	3	2.0
6-10 Years	27	18.0
Above 20 Years	3	2.0
Less than 5 Years	105	70.0
Total	150	100.0

**Figure 4.2 Length of Service in the Ministry**



In Table 4.5 and Figure 4.2 above, it was observed that 70.0 per cent of the respondents had served their respective ministries/institutions for less than 5 years, 18.0 per cent between 6 and 10 years, and 8.0 per cent between 11 and 15 years. Those who had served between 16 and 20 years accounted for 2.0 per cent of the respondents.

**Table 4.6: Ministry identify itself with vision 2030**

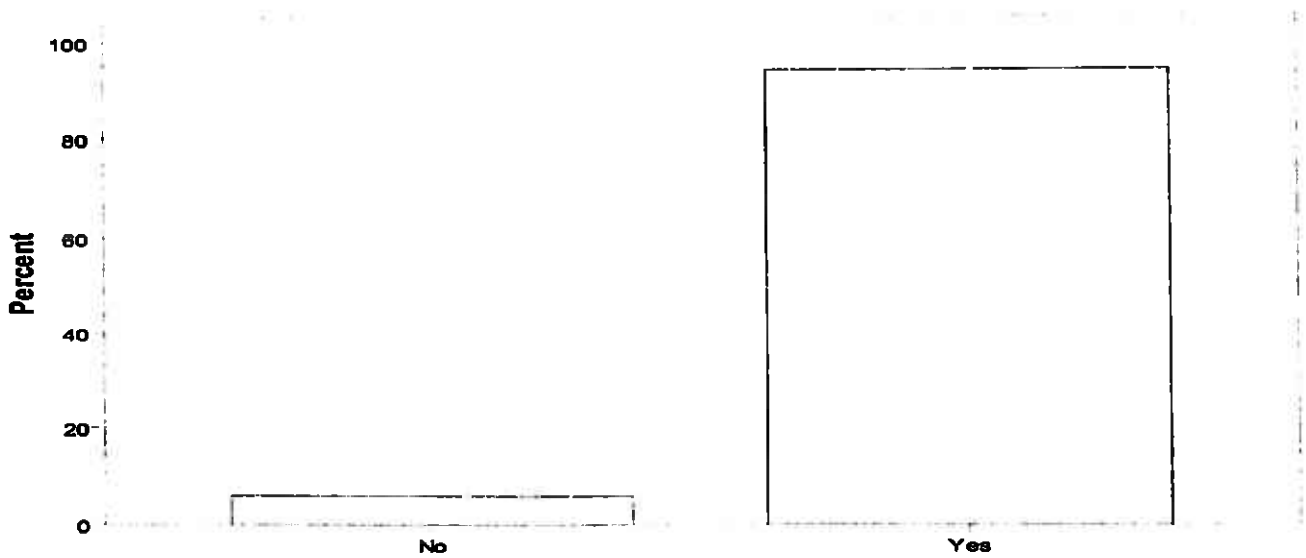
		Frequency	Per cent
Valid	No	6	4.0
	Yes	144	96.0
	Total	150	100.0

The study sought to know if the ministries where sampling was done have various roles to play towards the attainment of Vision 2030. Table 4.2.6 above shows that 96.0 per cent of the respondents reported that the ministries/institutions they work for identify themselves with Vision 2030, while the remaining 4.0 per cent gave a 'No' response.

#### **4.2.3 Do you believe in Vision 2030?**

Figure 4.3 below shows that 94.0 per cent of the respondents reported that they believed in Vision 2030 while 6.0 per cent of the respondents do not believe in the blueprint.

**Figure 4.3: Do you believe in vision 2030**



**4.2.4 Do you think Vision 2030 is a project of the government of the day?**

When asked if Vision 2030 was a project of the government of the day, table 4.7 below indicates that 66.0 per cent of the respondents reported that it was, while 34.0 per cent of them did not think it was.

**Table 4.7 is vision 2030 a project of the government of the day?**

	Frequency	Per cent
Valid		
No	51	34.0
Yes	99	66.0
Total	150	100.0

**4.2.5: Do you know the Three Pillars of Vision 2030?**

The study sought to know if those trusted with seeing to it that Vision 2030 is achieved know the three pillars of the plan. Figure 4.4 below shows that 88.0 per cent know (reported “Yes”) while 12.0 per cent did know (reported “No”).



**Figure 4.4: Do you know the Three Pillars of Vision 2030?**

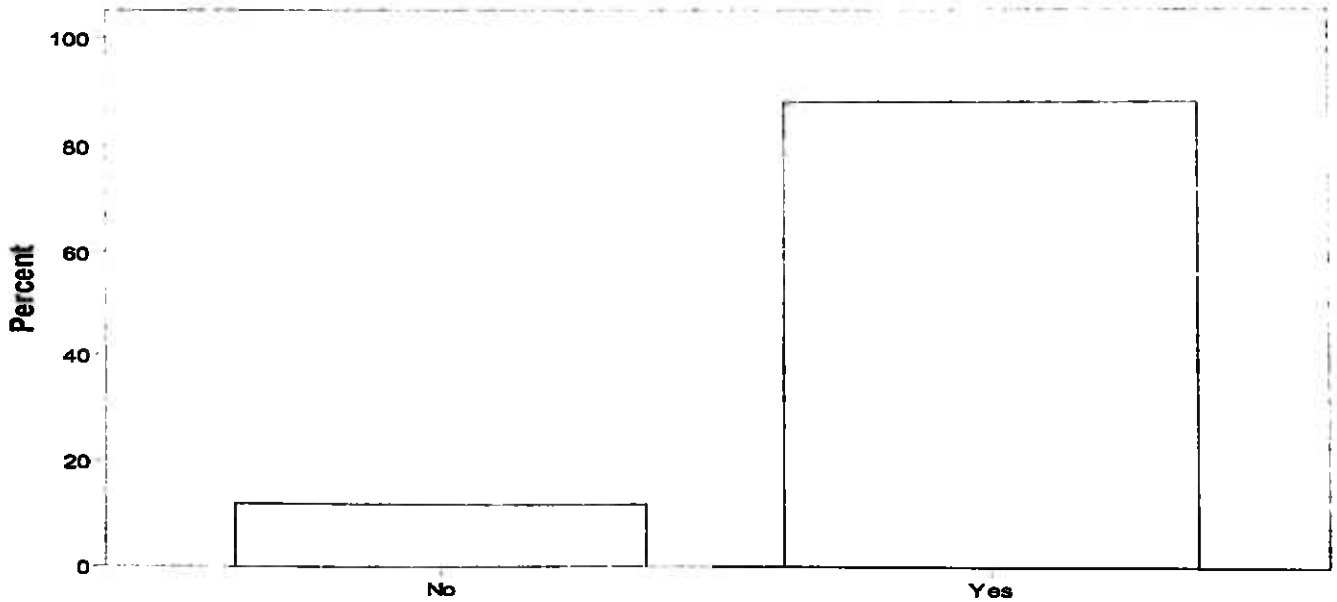


Table 4.8 below shows that 84.0 per cent of employees sampled mentioned all the three pillars of vision 2030, 10.0 per cent of them reported that they don't know the pillars and could not even mention one, 4.0 per cent only mentioned two out of the three pillars required, and the remaining 2.0 per cent mentioned only one pillar out of three that had been required in the study.

**Table 4.8: Name the three pillars of vision 2030**

		Frequency	Per cent
Valid	Don't 'Know	15	10.0
	Economic	3	2.0
	Economic and Social	6	4.0
	Political, Economic and Social	126	84.0
	Total	150	100.0

The study sought to know the role ministries/institutions sampled play towards the achievement of Vision 2030. Table 4.9 below indicates that 22.0 per cent of the respondents reported that their ministries are helping in the implementation of the process. Both advocacy and support programmes received a 26.0 per cent vote from the respondents, while 10.0 per cent reported that their ministries had a role in leadership processes geared towards the Vision. Eight per cent reported that their ministries have a role in management and evaluation of the processes, 6.0 per cent indicated that their role towards achievement of the Vision was planning, and 2.0 per cent reported that their ministries did not have any role to play towards achievement of the dream.

**Table 4.9: what is the role of your ministry in achieving Vision 2030**

	Frequency	Per cent
Valid      Advocacy	39	26.0
Implementation	33	22.0
Leadership	15	10.0
Management and Evaluation	12	8.0
None	3	2.0
Planning	9	6.0
Support	39	26.0
Total	150	100.0

Table 4.9 above shows that advocacy and support each had 26.0 per cent of the respondents, implementation had 22.0 per cent, leadership had 10.0 per cent, management and evaluation had 8.0 per cent, planning 6.0 per cent while 2.0 per cent of the respondents reported that the ministries they work for have no role at all .

#### 4.2.6: Role modeling helps ministries to communicate to public about Vision 2030

In table 4.10 below, the study sought to know if communication as a role modeling strategy helps people in understanding Vision 2030. It was observed that those who strongly agreed and those who agreed each accounted for 22.0 per cent, 34 per cent somehow agreed while those who disagreed accounted for 20.0 per cent. Those who strongly disagreed accounted for 2.0 per cent of the sample.

**Table 4.10: Role modeling helps ministries to communicate to the Public about Vision 2030**

		Frequency	Per cent
Valid	Agree	33	22.0
	Disagree	30	20.0
	Somehow	51	34.0
	Strongly Agree	33	22.0
	Strongly Disagree	3	2.0
	Total	150	100.0

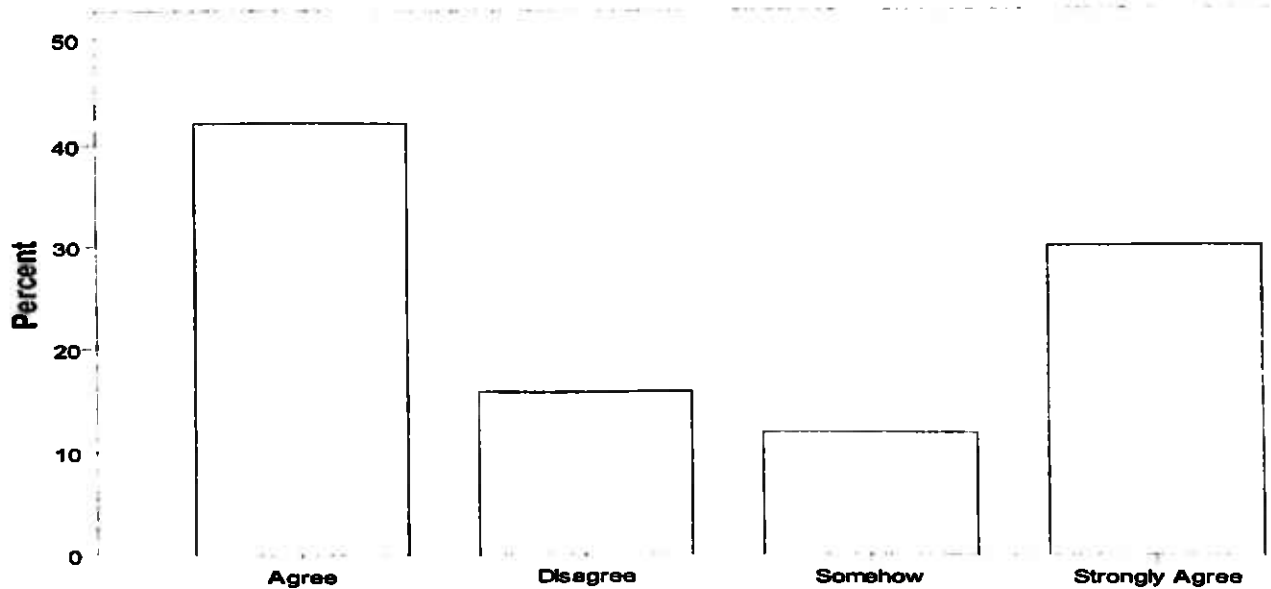
**4.2.7: Agenda setting helps ministries to communicate to the public about Vision 2030**

In table 4.11 and figure 4.5 below, the study sought the opinion of employees sampled on whether communication can be used as an agenda setting tool to communicate Vision 2030. 30.0 per cent of them strongly agreed, 12.0 per cent somehow agreed while 16.0 per cent disagreed.

**Table 4.11 Agenda Setting helps ministries to communicate to the public about Vision 2030**

		Frequency	Per cent
Valid	Agree	63	42.0
	Disagree	24	16.0
	Somehow	18	12.0
	Strongly Agree	45	30.0
	Total	150	100.0

**Figure 4.5: ii) :Agenda setting helps ministries to communicate to the public about Vision 2030**



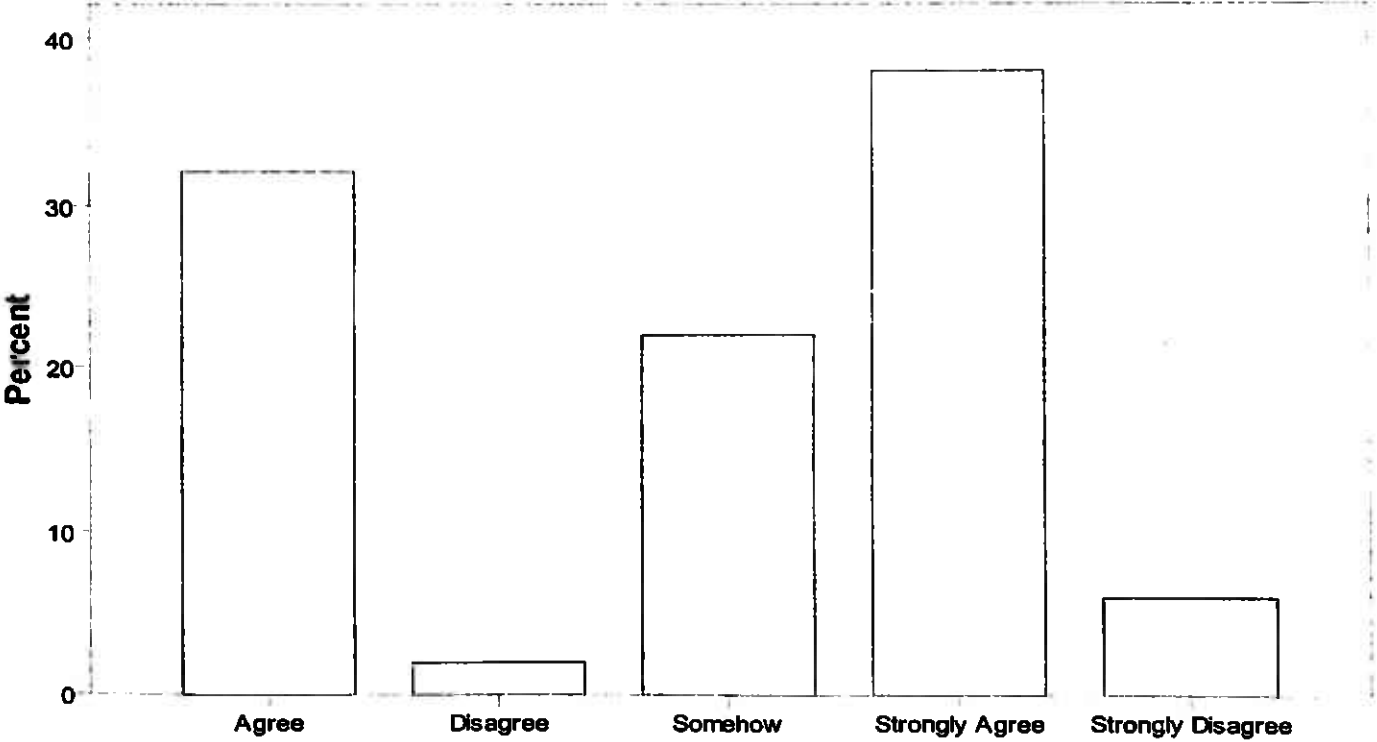
**4.2.8 :Advocacy helps ministries to communicate to the public about Vision 2030**

In diagram 4.12 and figure 4.6, the study sought the opinion of employees sampled on whether advocacy can be used as a communication strategy to help people understand what Vision 2030 is. 38.0 per cent strongly agreed, 32.0 per cent agreed, 22.0 per cent somehow agreed, 6.0 strongly disagreed while 2.0 per cent disagreed.

**Table 4.12: Advocacy**

		Frequency	Per cent
Valid	Agree	48	32.0
	Disagree	3	2.0
	Somehow	33	22.0
	Strongly Agree	57	38.0
	Strongly Disagree	9	6.0
	Total	150	100.0

**Figure 4.6: Advocacy helps ministries to communicate to the public about Vision 2030**





**Table 4.13: Behavior Development helps ministries to communicate to public about Vision 2030**

		Frequency	Per cent
Valid	Agree	39	26.0
	Disagree	9	6.0
	Somehow	33	22.0
	Strongly Agree	66	44.0
	Strongly Disagree	3	2.0
	Total	150	100.0

Table 4.13 above shows that 44.0 per cent strongly agreed that communication should be used for Behavior Development to help people understand Vision 2030, 26.0 per cent agreed, 22.0 per cent somehow agreed, 6.0 per cent disagreed while 2.0 per cent strongly disagreed.

#### 4.2.9: Participation helps ministries to communicate to the public about Vision 2030

In table 4.14 below, the study attempted to understand if participation in development of the Vision 2030 would help in understanding it. 42.0 per cent strongly agreed, 28.0 per cent somehow agreed, 26.0 per cent agreed while 4.0 per cent disagreed.

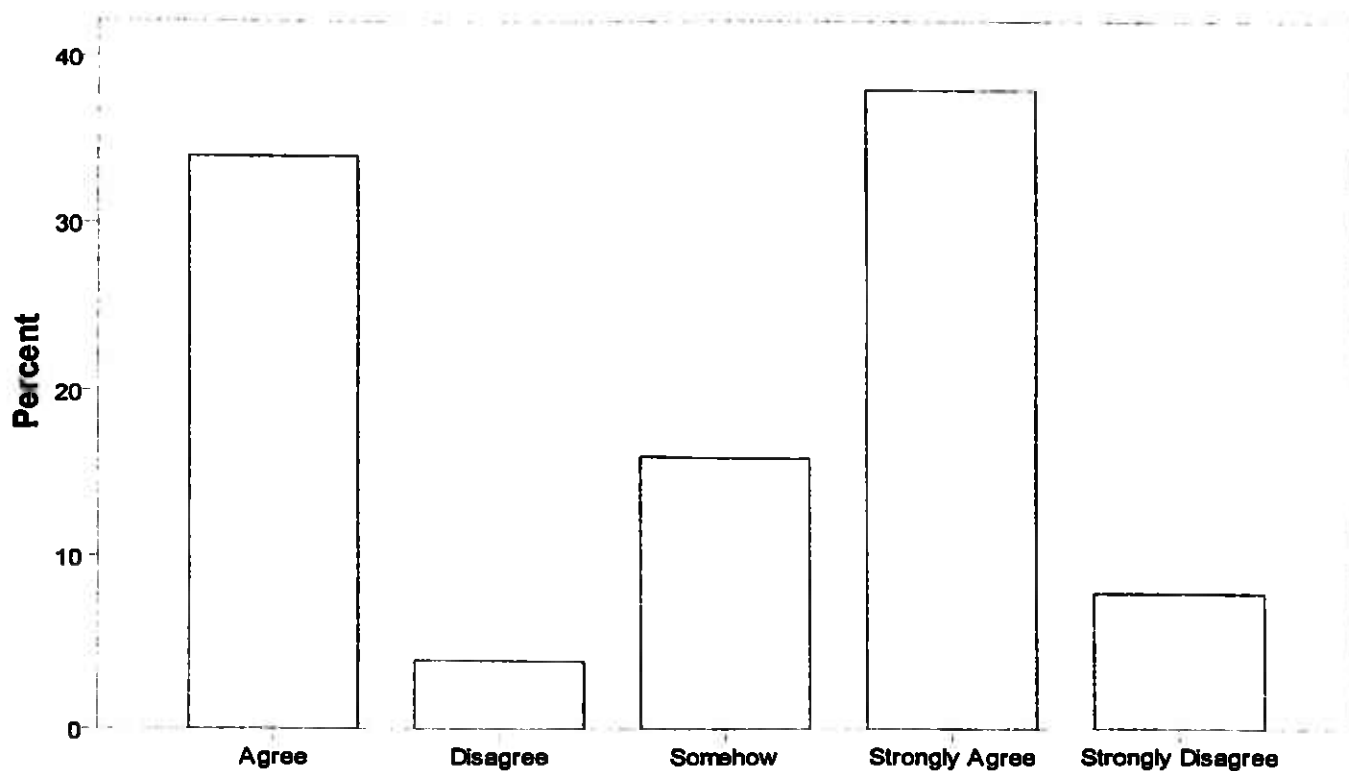
**Table 4.14: Participation helps ministries to communicate to the public about Vision 2030**

		Frequency	Percent
Valid	Agree	39	26.0
	Disagree	6	4.0
	Somehow	42	28.0
	Strongly Agree	63	42.0
	Total	150	100.0

#### 4.2.10: Communication for Behavior and Social is useful communicating to public about Vision 2030

The study sought the opinion of respondents if communication can help in Behavior and Social change. As shown in figure 4.7 below, 38.0 per cent strongly agreed, 34.0 per cent agreed, 16.0 per cent somehow agreed, 8.0 per cent strongly disagreed while 4.0 per cent disagreed.

**Figure 4.7: Communication for Behavior and Social Change**



**Table 4.16 Use of banners and flyers to communicate to the public on Vision 2030 issues**

	Frequency	Percent
Not Recommended	33	22.0
Recommended	39	26.0
Somehow Recommended	21	14.0
Strongly Not Recommended	21	14.0
Strongly Recommended	36	24.0
Total	150	100.0

The study sought to know if the use of flyers and banners by various ministries to communicate to the public issues concerning Vision 2030 would help. 26.0 per cent recommended it, 22.0 per cent strongly recommended, 14 per cent somehow recommended, and 14 per cent strongly did not recommend.

**Table 4.17: Including Vision 2030 projects in the school syllabus/curriculum**

		Frequency	Percent
Valid	Not Recommended	24	16.0
	Recommended	39	26.0
	Somehow Recommended	30	20.0
	Strongly Not Recommended	3	2.0
	Strongly Recommended	54	36.0
	Total	150	100.0

The study sought to know if inclusion of Vision 2030 in the curriculum/syllabus would help ministries concerned communicate to the public its benefits. 36.0 per cent strongly recommended, 26.0 per cent recommended, 20.0 per cent somehow recommended, 16.0 per cent did not recommend while 2.0 per cent strongly did not recommend.

#### **4.2.11: Use of radio to communicate to the public about Vision 2030**

The study sought to know if inclusion of Vision 2030 in radio discussions would help ministries concerned to communicate to the public. 46.0 per cent strongly recommended, 32.0 per cent recommended, 10.0 per cent somehow recommended, 8.0 did not recommend, and 4.0 per cent strongly did not recommend the idea.

**Table 4.18: Use of radio to communicate to the public about Vision 2030**

	Frequency	Percent
Not Recommended	12	8.0
Recommended	48	32.0
Somehow Recommended	15	10.0
Strongly Not Recommended	6	4.0
Strongly Recommended	69	46.0
Total	150	100.0

The study sought to obtain the opinion of the employees in various Ministries/Institutions concerned on communicating the Vision through Chiefs' Barazas at grassroots levels. The following responses were obtained; 32.0 per cent strongly recommended, 20.0 per cent recommended, 12.7 per cent somehow recommended while 22.0 percent and 13.3 per cent strongly did not recommend and did not recommend, respectively.

**Table 4.19: Use of Chief's Barazas to communicate to the public about Vision 2030**

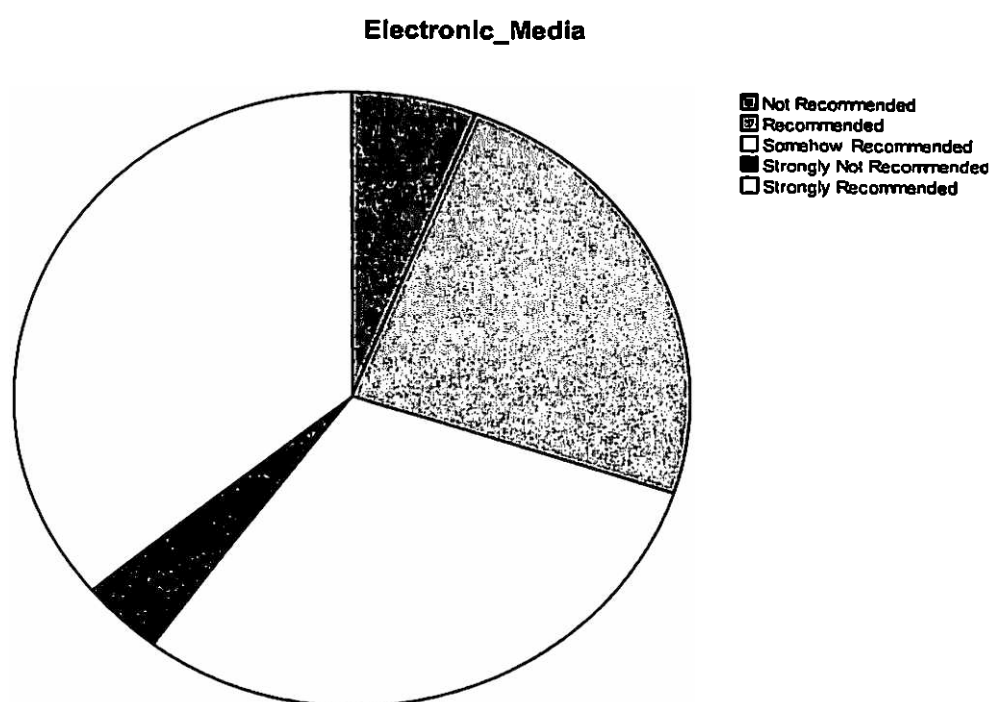
	<b>Frequency</b>	<b>Percent</b>
Not recommended	20	13.3
Recommended	60	20.0
Somehow recommended	19	12.7
Strongly not recommended	33	22.0
Strongly recommended	48	32.0
<b>Total</b>	<b>150</b>	<b>100.0</b>

**Table 4.20: Use of Electronic Media to communicate to public about Vision 2030**

	<b>Frequency</b>	<b>Percent</b>
Not recommended	9	6.0
Recommended	36	24
Somehow recommended	45	30
Strongly not recommended	6	4
Strongly recommended	54	36
<b>Total</b>	<b>150</b>	<b>100</b>

When asked if it would be appropriate to use electronic media (Radio, TV) to communicate to the public, 36.0 per cent strongly recommended, 24.0 per cent recommended, 30.0 per cent somehow recommended, 6.0 per cent did not recommend while 4.0 per cent strongly did not recommend.

**Figure 4.8: Use of Electronic Media to communicate to public about Vision 2030**



#### **4.2.12: Use of posters to communicate to the public about Vision 2030**

In the study, employees sampled were asked if it is appropriate for the Ministries they work for to use posters to communicate to the public on issues concerning Vision 2030;

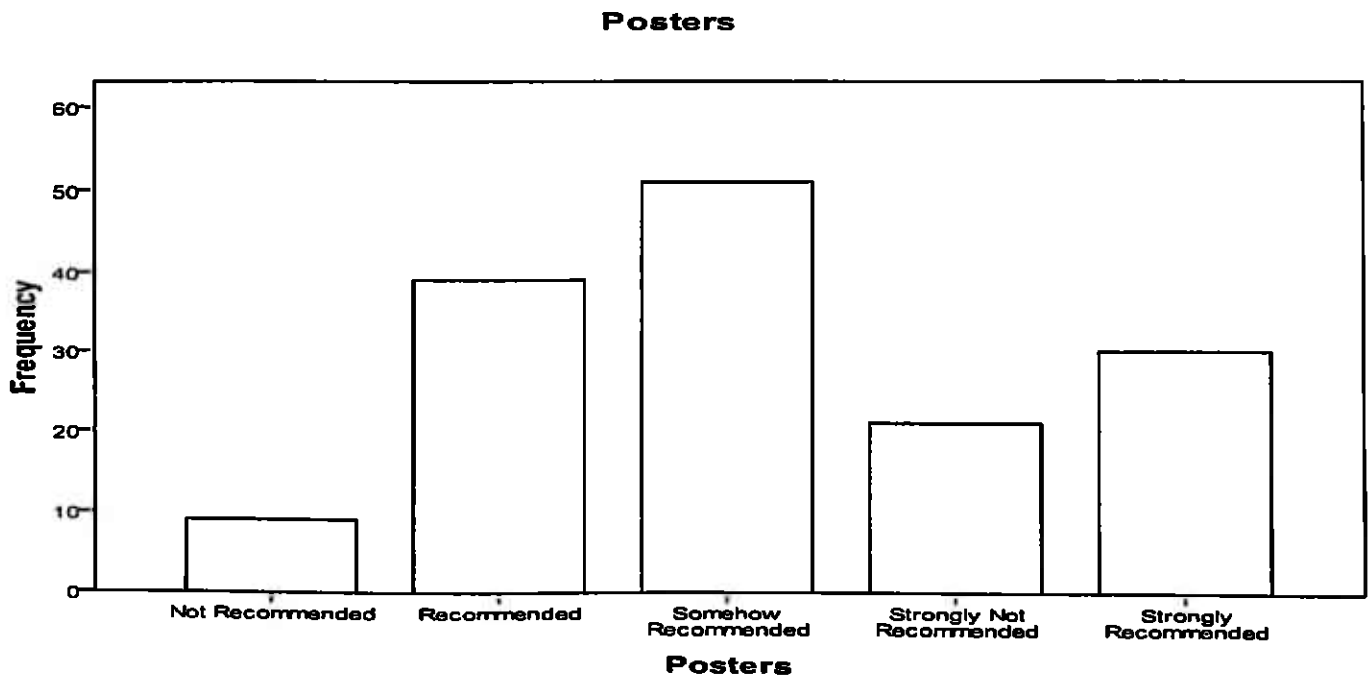


20.0 per cent strongly recommended, 26.0 per cent recommended, 34.0 per cent somehow recommended, 14.0 per cent strongly did not recommend, and 6.0 per cent did not recommend.

**Table 4.21: Use of Posters**

		Frequency	Percent
Valid	Not Recommended	9	6.0
	Recommended	39	26.0
	Somehow Recommended	51	34.0
	Strongly Not Recommended	21	14.0
	Strongly Recommended	30	20.0
	Total	150	100.0

**Figure 4.9: Use of Posters**



**4.2.13: Use of print media to seek public views**

Table 4.22 below shows that 20.0 per cent strongly supported/recommended, 30.0 per cent recommended, 36.0 per cent somehow recommended, and 14.0 per cent did not recommend the idea of using print media to communicate the Vision to the public.

**Table 4.22: Seeking public views through the use of print media**

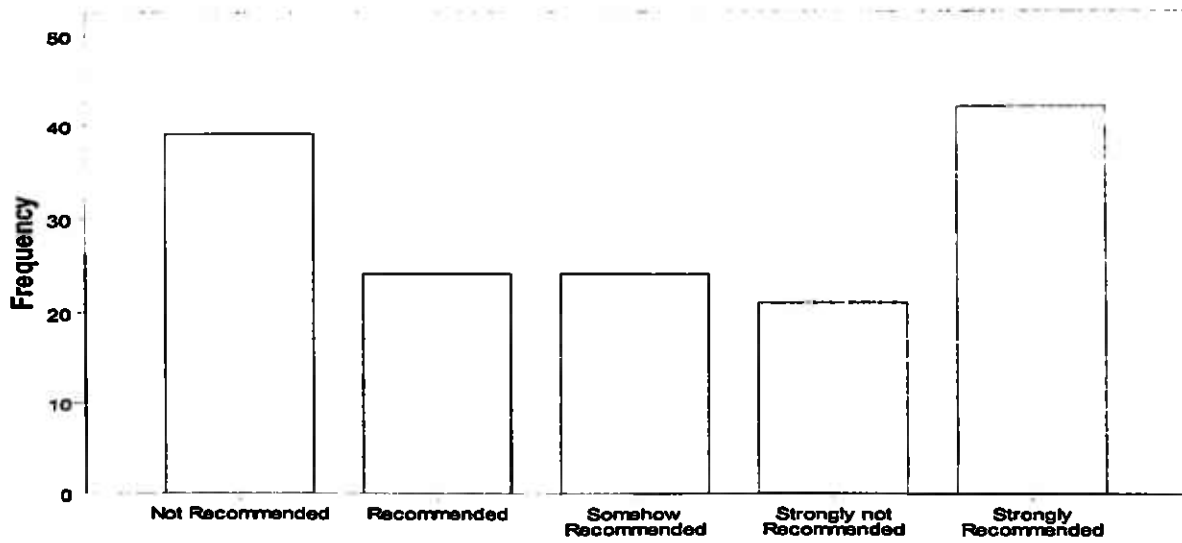
		Frequency	Percent
Valid	Not Recommended	21	14.0
	Recommended	45	30.0
	Somehow Recommended	54	36.0
	Strongly Recommended	30	20.0
	Total	150	100.0

**4.2.14: Use of opinion polls to seek people’s views about some issues concerning Vision 2030**

**Table 4.23: Use of Opinion polls**

		Frequency	Percent
Valid	Not Recommended	39	26.0
	Recommended	24	16.0
	Somehow Recommended	24	16.0
	Strongly not Recommended	21	14.0
	Strongly Recommended	42	28.0
	Total	150	100.0

**Figure 4.10 seeking people's views through the use of opinion polls**



In the table 4.23 and figure 4.10 above, when employees were asked if opinion polls should be used to communicate to the public issues concerning Vision 2030, 28.0 per cent recommended, 16 per cent recommended, a similar number somehow recommended, 26.0 per cent did not recommend, while 14.0 per cent were strongly opposed to the idea.

**4.2.15 Has the Government effectively communicated to the public about Vision 2030?**

**Table 4.24: Government communication of the vision 2030**

		Frequency	Percent
Valid	No	99	66.0
	Yes	51	34.0
	Total	150	100.0

When asked which areas the government has failed to address on issues concerning Vision 2030, failure by the government to translate the document into vernacular languages and to engage the grassroots came up. The government was also faulted for giving poor managers the responsibility to plan the project, whiel some respondents said that ecomic pillar had been given a priority over the other pillars. The government was also bamed for lack of proper elaboration of Vision 2030 and its objectives, and for failing to use community radios to reach those in rural areas.

When asked what the government had done towards achivement of Vision 2030, it was reported that some literature materials had been distributed, forums on matters

pertaining to Vision 2030 organized, and that the Vision had been intergrated into the school curriculum.

When asked what the government should do to achieve Vision 2030, it was also reported that the government had established departments within various Ministries to handle Vision 2030 issues, but proper infrastucture has to be established for smooth attainment of the project. Use of social media to reach the youth, use of community radio to discuss Vision 2030 at grassroots level, translation of the document into local languages, and funding of communication programmes across the country to enable people familiarise themselves with the project were suggested. On certain issues, the government should use opinion polls to seek feedback from the public, and engage the Mass Media to reach those who cannot be reached through other mediums.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

This chapter represents summarised findings of the study and gives conclusions and appropriate recommendations to various stakeholders.

#### **5.1 Summary of the findings**

Arising from the findings of the study in line with the objectives, which were to determine the effectiveness of various strategies employed by the government in communicating the Kenya Vision 2030 to the public, to establish the structures the government has put in place to ensure effective communication of the Vision, and to determine the strategies that are more effective for communication of the blueprint, the study found out that the government has not put in place proper structures for effective communication to the public on issues concerning Vision 2030.

The study further found out that good portions (96%) of the Ministries are given various responsibilities towards the achievement of Vision 2030, and that majority (66%) of those people expected to implement Vision 2030 believe that it a government of the day's project and therefore whatever they do is to please the government that is in place at that moment. It appears that people who are in charge do not have the goodwill to see the project through.



A portion (16%) of those expected to implement Vision 2030 still do not know the three pillars of the development blueprint, yet these are the ones in whose hands the fate of the project lies. It appears, and worryingly so, that those entrusted with ensuring that Vision 2030 becomes a reality still do not know what is to be implemented.

Also, a good percentage of those expected to make the dream a reality do not believe that communication for planning is necessary.

## **5.2 Conclusion**

The study observed that the government has failed to address issues concerning Vision 2030, especially through failure to translate the document into vernacular languages, failure to engage the grassroots in discussion geared towards the common dream, and the appointment of poor managers to oversee implementation of various strategies. Some respondents said that economic pillar has been given a priority over other pillars, that the government has not properly elaborated what the Vision and its objectives are all about, and that the government has not considered to use the powerful tool of community radios to engage the masses.

The study found out that some structures have been put in place by the government to popularise the Vision, among them literature on the blueprint, discussion forums, integration of the dream into the school curriculum, creation of Vision-specific departments within ministries, and the offering of an online course on the subject.

When asked what the government should do to achieve the Vision, the following was suggested: use of social media to reach the youth, introduction/use of community radio to discuss Vision 2030 at grassroots level, funding of communication programmes across the country to enable people familiarise themselves with the project, and use of opinion polls. The government should also use Mass Media outlets to reach out to the population.

The communication structures that have been put in place by the government have not been effective as majority of Kenyans still think the Vision is a government project. Majority of people in the country still do not understand the contents of Vision 2030, years after it was launched. People in the grassroots, whose living standards are expected to improve as a result of the project, are still ignorant of the objectives of the massive project.

Some of the strategies that have been put in place by the government for communication of Kenya Vision 2030 are: introduction of departments in every ministry to deal with matters relating to Vision 2030; through the Ministry of Youth Affairs, the government has set aside funds where the youth can access finances with the purpose of starting up businesses; and establishment of media relations programmes through which issues pertaining to Vision 2030 are broadcasted.

### **5.3 Recommendations**

The success of Vision 2030 will depend on how the government of Kenya prioritizes issues pertaining to the project. The attitude and behavior of stakeholders will either make this a reality or a white elephant. There is thus an urgent need for the government to involve all stakeholders in the communication and implementation process, especially those who provide leadership, advocacy, implementation, management and evaluation input.

There is also an urgent need to create awareness of the society regarding Vision 2030.

This can be achieved by:

- i) Creating a link with the grassroots through Chiefs' Barazas
- ii) Using community radio programmes to sell Vision 2030 objectives
- iii) Translating the Vision 2030 document into local languages
- iv) Sponsoring of popular local musicians to come up with Vision-themed songs
- v) Establishment of County offices dealing with Vision 2030
- vi) Use of social media to engage the youth
- vii) Have the right people doing the right job (Currently, many feel that most of those mandated with the implementation of the project do not really understand what they are supposed to do)
- viii) Use of flyers and banners as a public communication tool
- ix) Conduct opinion polls to get feedback on progress of the Vision
- x) Integrate the objectives of the Vision into the school curriculum
- xi) Come up with a government policy to sensitise every civil servant on the Vision.

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