

Planning a New Media Strategies' Sexual Reproductive Health and Rights Campaign Using The 5Ps of Presentation among the Youth in Kenya's Informal Settlements

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Abstract

The issue of unwanted pregnancies among young people has escalated in recent times, necessitating the dissemination of life-transforming sexual reproductive health and rights (SRHR) messages to young people. Previously, SRHR campaigns used conventional media to relay these messages to prevent unwanted pregnancies. However, evidence suggests that the target audience is increasingly consuming new media as society is now more connected than before. For effective implementation of new media strategies for the prevention of pregnancies among young people, good planning is essential. There is need to adopt a new mindset and strategies when planning a campaign to run online since online campaigns are considered more challenging. Therefore, the present study explores the campaign planning process and use of SRHR policy in managing SRHR campaigns using new media strategies. Qualitative in-depth interviews and a thematic analysis were used. Findings indicate that effective planning must consider the relevant policies and involve all concerned stakeholders. Therefore, guided by the 4Ps of good presentations, we developed a modest model of the 5Ps of Planning an SRHR campaign. These are Preliminaries, Preparation, Practice, Presentation, and Policy. The paper concludes that the effective planning of an SRHR online campaign should consider the 5Ps of planning.

Keywords: New Media Strategies, Sexual Reproductive Health and Rights Campaign, 5Ps of Presentation, Youth, Informal Settlements of Kenya.

1. INTRODUCTION

During the six months of partial lockdown due to Covid-19, about 4,000 girls got pregnant in one Country alone in Kenya by Omboki, (2020). These shocking statistics reveal the need for a comprehensive roll-out of an information-rich campaign to prevent the rising cases of unwanted pregnancies. According to the Government of Kenya (GoK), (2008) unwanted pregnancies are an obstacle towards attaining Vision 2030 and sustainable development goal number 5 on women empowerment (United Nations, 2021). According to World Health Organization (WHO) (2014) early pregnancies can result in early child marriages, risk of

domestic violence, no progression, isolation, and poverty. Further, early pregnancies may lead to sexually transmitted diseases, abortions, maternal deaths, and infant deaths (WHO, 2014).

In addition, the World Health Organization (WHO) has recognized the power of the Internet by rolling out an e-health strategy and information technology to improve health by WHO, (2021). Evidence shows that the young people have moved to new media channels for socialization, business, engagement, education, and health by UNESCO, (2021). Because a campaign requires credibility, media managers are the best placed and can use new media strategies to host SRHR campaigns. The media manager's credibility is necessary due to opposition by rights-based groups that have rejected the government's inclusion of CSE in primary schools.

Further, Kelin (2020) posits that public awareness remains low with young people lacking information on reproductive health. Usually, the young people receive information about their sexuality from their peers instead of professionals, which is a breeding ground for myths and misconceptions by Mumah et al. (2020). According to scholars, the best way to prevent unwanted pregnancies among young people is providing comprehensive sexuality education (CSE). However, CSE often finds resistance globally from parents, teachers, religion, and even the government itself. The opposers claim that CSE taught to very young children can sexualize them (Browne). Nevertheless, one in four Kenyan youth is misinformed about sex and sexuality even after undergoing the CSE curriculum (Wekesa et al. 2019).

However, innovative approaches using mass media such as radio and TV, have successfully been used to promote CSE in Zambia by Wekesa et al. (2019). Additionally, several digital strategies in Kenya, Uganda, Ethiopia, Malawi, and Ghana have been used successfully by Wekesa et al. (2019). According to Warira (2018), media only engage in sensational reporting where they give more voice to opposers instead of expert voices. Yet media has the power to plan and promote a CSE campaign using new media strategies.

According to Center for Disease Control (2011), careful thought and knowledge of the issue to be addressed is the starting point. The planner should clarify whether the purpose is to promote skills, knowledge, values, and attitudes about a particular health issue. Popescu and Verman (2000) propose identification of the behavior to be changed as the starting point, followed by team identification, message creation, and message dissemination.

However, planning for campaigns using new media strategies is more challenging and requires more tact. In the past, the government and non-governmental organizations have used campaigns to spread awareness about SRHR issues. These campaigns used conventional media and targeted women of reproductive health about family planning by Silva and Tenreyro, (2017), HIV/AIDS, male circumcision, gender-based violence (GBV), female genital mutilation (FGM), and abortion. The present study propagates the view that since SRHR campaigns using new media are very sensitive and have greater potential for failure, they ought to be meticulously planned while considering policy.

According to scholars, unwanted pregnancies result from the non-implementation or partial implementation of the SRHR policy which was designed to empower these girls with relevant knowledge by Akwara and Idele, (2020); Mogere and Obutu, (2014). According to a study the race the development of SRHR policy in Kenya, which initially forgot the youth until 2015 when the policy was expanded to include digital communication to help with unwanted pregnancies (Akwara & Idele, 2020).

The current research is housed in the media management discipline. Although no agreed definition of media management exists, Munoz (2018) sees it as the effective management of media outlets. Kung (2016) suggests the adoption of a constructivist paradigm (where rich data is gathered and ideas formed out of it) in media management research. The evolving nature of the communication industry has made it difficult to adopt a universal theory of media management. Hence, the present study is supported by a combination of two theories, namely, domestication and media richness theories. While media management research is rife in Europe and America, it is yet to gain prominence in Africa, Asia, and Latin America (Munoz, 2018).

Concerning methodology, Picard (2016) reveals that the methods employed in media management are fairly narrow. According to Witz (2015), exploratory studies should dominate future media management research instead of confirmatory research to enable building of new models or theories. The author also recommends empirical research over conceptual research. In response to this call, the current qualitative paper is exploratory, empirical, and management-based in nature. Further, there is a lack of qualitative experiences among the young people who interact with CSE content in digital spaces, necessitating the need for further qualitative research on matters digital (Jolly et al. 2019).

The current paper used in-depth interviews and focus group discussions to understand the planning process of an SRHR campaign using new media strategies while considering policy. The research endeared to provide a model to be followed when planning an online SRHR campaign. Most societies around the globe are cultural and religious, and having conversations of a sensitive nature may present challenges such as opposition and diversion of the message.

LITERATURE REVIEW

1.1 An Overview of Sexual Reproductive Health and Rights

According to the International Conference on Population and Development (ICPD) sexual reproductive health and rights (SRHR) refers to, "a state of complete physical, mental, and social well-being in all matters related to the reproductive system," (Shalev, 1998).

According to Mogere and Obutu (2014), the government has failed to provide CSE, contributing to the proliferation of unwanted pregnancies in recent times since children engage in sex without the knowledge of risk, hence require sound information disseminated via schools, religious places, colleges, and health facilities. However, bungled SRHR can negatively impact on sustainable development goal areas like the economy, environmental

degradation, state fragility, poverty, growing inequality, food and water insecurity, and climate change. The biggest challenge against dissemination of life-transforming SRHR messages is culture and religion. In 2018, NGOs received a backlash from Citizen Go Africa, an organization opposed to SRHR for young people, especially abortion rights (Kelin, 2020).

Therefore, due to the existence of a hostile environment, it is imperative that the planning process be above reproach. It should be noted that while parents and teachers oppose sexuality education, it was anchored in Kenyan policy when in 2013 the government signed a declaration to begin it in schools by Gutmacher, (2017). The Ministry of Education followed it up with policy implementation, especially in the area of HIV. Besides, SRHR policy in Kenya is anchored in international conventions that represent both international law and consensus by KNCHR, (2019). Locally, the Kenyan constitution recognizes healthcare, under which SRHR falls, as a constitutional right for every citizen. The 2010 constitution further devolves the health function to county governments which should provide health facilities and pharmacies, ambulance services, and promotion of primary health care (GOK, 2010).

Data from a 2015 study involving 78 secondary schools (Form 2 and 3 students) revealed that most teachers relayed conservative messages of sex being immoral and dangerous. Although the teachers had received training, they still felt inadequate, embarrassed, and cited lack of teaching materials and infrastructure. Such an environment does not encourage the students to participate in discussions. Surprisingly, almost all the students found the lessons useful in their personal life and expressed a willingness to continue receiving these messages (DSW, 2015).

Thus, the current paper takes the view that the real issue concerns lack of sexuality education and information to enable informed decisions, which can be addressed by the media manager's meticulous planning and dissemination of an SRHR campaign using new media strategies. Media managers ought to capture these sentiments when effectively planning for an SRHR campaign using new media strategies.

1.2 Media Management and New Media Strategies

The media management function involves information, education, surveillance, and entertainment by Albarran, (2014). However, general trends in Kenya show that crucial SRHR issues are told as feature stories, with the bulk of news stories being political. This paper takes the perspective that media managers are better placed to spread SRHR awareness via new media campaign strategies targeted at relevant stakeholders. It is possible for media managers to combine business and advocacy to host SRHR campaigns for the good of the country. Media managers should reconsider their role in view of Kenya's vibrant policy space to begin using new media strategies for SRHR message dissemination.

Flew (2008) defines new media as communication channels that combine digital media, convergence content, communication networks, and information technology. This definition accommodates social media, defined as applications for users to create and disseminate content. User-generated content enables social networks' participation among the users by Siapera, (2018). Further, Pearson (2016) looks at new media strategies as action plans geared

towards attaining long-term goals using new media platforms. These strategies come with certain advantages such as less cost, flexibility, ease of use, faster speeds, use of better tools, interactivity, participation, and wider reach by Akinola et al. (2019), making them more powerful than traditional media strategies. Moreover, social media is an empowerment tool that can benefit disadvantaged populations and those at risk (Hamid et al. 2016).

Eboi et al. (2020) identify the new media strategies that can work in SRHR campaigns in Kenya. They include combination strategy where both the old and new media are integrated. This strategy takes care of those who may have difficulties with Internet access. Another strategy is the new media geographic-based strategy where a campaign begins online before culminating in a physical location. The school-based solutions strategy is used in a school setting where the target audience is segmented according to age. They very young ones can receive these messages in a computer lab but under strict supervision, while the older ones can be allowed the Internet in a supervised setting. Last is the sustained promotional strategy where messages can be disseminated via mobile apps, social media, and digital billboards.

1.3 Theoretical Support

According to media management scholars Kung (2016), the field is greatly under-theorized with scholars yet to agree on the theoretical support that should guide research since the evolving nature of the communication industry hinders the adoption of a universal theory of media management. To solve this problem, Kung (2016) suggests adoption of a constructivist approach. Hence, the present study is supported by media richness and domestication theories.

Media richness theory (MRT) posits that the best medium can handle equivocality or uncertainty. When planning for new media strategies, the media manager must consider those platforms that constitute the richest media since different media have different levels of richness in the information they provide by Daft and Lengel, (1986). Additionally, media richness depends on the following: capacity to include personal focus; immediate feedback; conveyance of multiple cues (visual or auditory) or channels; and language variety by Daft and Lengel, (1986). However, MRT ignores the effects of social influence, symbolic meaning, accessibility, and experience with the medium when selecting an appropriate medium (Carlson & Zmud, 1999).

Domestication theory is drawn from the ICT discipline and deals with how technology is accepted, used, or rejected by people by Silverstone and Haddon, (1996). The theory adopts a constructivist paradigm where technology is more of a 'social shaping,' a product of social interaction by Hynes and Richardson, (2009). However, Haddon (2011) faults the theory for ignoring the non-technological aspects of people's lives and suggests the use of in-depth interviews and observation to capture information. The current study responds to Haddon's (2011) call for further qualitative research on what people are doing with new media technologies, beyond just 'using' technologies.

1.4 Planning a Health Campaign

A successful new media health campaign requires effective planning. The WHO (2020) suggests grouping messages and activities around a Single Overarching Communications Objective (SOCO). The SOCO should identify the change to be achieved against actionable and measurable targets. Besides the SOCO, the target audience is clearly defined and factual messages that appeal to the heart and mind are drafted. Thus, the WHO (2020) recommends this planning process: developing a SOCO, knowing the audience, considering the range of tactics and tools to deliver the message, and involving the stakeholders in brainstorming, building key messages, and strategizing about campaign design.

According to Popescu and Verman (2000), selecting a multimedia channel is an effective media strategy. TV and radio are effective for spreading awareness while print media is used for promotional purposes. Corcoran (2010) asserts that planning is essential because it helps to identify the main problem and solution and the correct approach. It also ensures the effective allocation and use of resources and avoids unwanted outcomes. According to Corcoran (2010), a health communication campaign should be based on a planning model (s), contrary to popular opinion that planning models stifle the creative and imaginative process. However, a campaign can proceed without a planning model, but this increases the risk of not meeting campaign objectives, overshooting the budget, and not anticipating avoidable factors (Corcoran, 2010).

Schramm (1964) offers insight into how a good communication campaign should look like. The communicator needs to think about the culture well enough to know the persuasive message to disseminate. The communicator must also think about the resources and the best channels to reach the target population. For successful health communication messages, the entire campaign must be based on an understanding of the attitudes, beliefs, and life of the target population, and the social factors that help to determine how they live. Communication channels must be combined and used to contribute to the usefulness of the information.

1.5 The 4Ps of Planning a Presentation

Rice (2019) posits that an effective presentation requires planning using the 4Ps of Plan, Prepare, Practice, and Present. It is a proven 4-step process that guarantees a high impact on the audiences. The planning stage is the decision-making stage where objectives, audience, time, and place of the presentation need to be defined. The preparation stage involves analyzing the theme/main message in detail and determining who the audience is (Anonymous, 2015).

In the practice stage, the presenter requires thorough practice mainly before an audience. The mock presentation helps correct the errors and improve on weak areas by Rice, (2019). In the presentation stage, the communicator needs to own the subject, make positive first impressions, build rapport, and hold the attention of the audience by Anonymous, (2015). Even though the current study is not proposing an oral presentation, the insights gained in this model can help media managers when planning an online SRHR campaign.

2. METHODOLOGY

This qualitative study used in-depth interviews and focus group discussions (FGDs), as depicted in a constructivist approach where people actively construct their own knowledge with their reality determined by their experiences by Elliot et al. (2000). Westlund (2014) advocates for further research using a wider variety of methodological approaches, including in-depth interviews, to gain a deeper understanding.

Thus, the current paper gleans from the perspectives of 32 stakeholders from diverse groups to understand the health campaign process. They included 7 media managers, 9 NGO representatives, and 4 policy makers/implementers. The policymakers/implementers came from three government ministries, namely, Information Communication Technology (ICT), Health, and Devolution and Planning. The NGO informants came from various organizations dealing with SRHR issues among young people. The media managers work in community media houses, conventional media houses, online media houses, and media start-ups. The authors sought informed consent from all the informants who signed on the relevant forms.

Two FGDs were held with the youth (6 in each group). The only question posed to the youth was whether they were aware of the ASRH policy. The paper used purposive sampling and snowballing to identify the informants. The number of participants was sufficient because the researcher attained saturation. The interviews were conducted in the English language, and audio recorded for transcription. Coding and a thematic analysis followed. Creswell (2014) advises member checking and triangulation to avoid bias. Consequently, the researcher included for analysis only data confirmed by most informants. Member checking involved the informants receiving the transcripts to confirm their accuracy (Creswell, 2014).

3. RESULTS

The current study objective was to understand the planning process of SRHR campaigns using new media strategies while considering policy. The media manager informants opined that the 4 Ps of planning borrowed from speech writing can be considered. From the responses, the study established that a campaign cannot succeed without policy considerations. Therefore, to achieve a focused SRHR campaign using new media strategies, this study proposes the addition of the last 'P' (policy) to arrive at the 5Ps of planning as well as change the first 'P' from planning to preliminaries.

3.1 Preliminaries

According to informants, this initial stage is the decision or preliminary phase which includes: plan and research; target audience; gathering of teams; and timing and timelines.

3.2 Plan and Research

According to informants, plenty of research is required to identify previous online campaigns and their impact, the SRHR aspect that was targeted, and the target audiences. Analytical data will reveal the profiles of new media users, their locations, platforms, etc. Stakeholder

involvement is necessary at this stage, such as obtaining clearance from the Ministry of Health and Division of Reproductive Health.

Do surveys or desk reviews first to know the gaps in information or priority issues, where the audiences are and find suitable platforms. (Informant A6)

The objective of the campaign should be clear and SMART (specific, measurable, attainable, realistic, and time-bound). Expected results and type of the campaign should also be documented:

What is the objective of this campaign? Then put the communication objective on the table and own it. (Informant A4).

The informants suggested that the planner be very clear from the beginning whether the campaign is service delivery-oriented, advocacy-oriented, or information-oriented. Then only should messages be designed. The informants felt that culture and religion must be considered before anything else for a successful campaign:

There are many cultural considerations to make for SRHR campaigns because despite good intentions, these campaigns can backfire. (Informant A2)

According to the informants, language should be considered. Kenya comprises about 45 ethnic groups with English as the official language while Kiswahili is the national language. However, there may be pockets of people in the North who speak neither English nor Kiswahili. Moreover, there is *Sheng*, the in-between language spoken only by the youth mostly in the lower socio-economic regions. The informants suggested that campaign messages targeting the youth can be drafted using *Sheng* which could resonate with them. The language should not discriminate against the target audience. For instance, how do we reach young people with visual and hearing disabilities?

Planners should use a language that can easily be understood. They can also include videos for the generation that cannot read. We should also have it in braille. I think the ones involving sign language are the ones that are majorly left out. (Informant G1)

3.3 Target Audience

The informants suggested that planners identify the target audience, their interests, the platforms they are using, and how often they access those platforms. New media has simplified and added accuracy with the availability of analytics. Thus, campaign messages ought to be aligned to audience needs and information gaps.

Clearly delineating the correct target group is the beginning of campaign success. For instance, the target audience aged below 18 years are very different from that aged 18 and above. So, they need to be targeted differently because the ones in primary or high school cannot be targeted during school hours since they do not have phones or access to computers. Knowing their age is also important for platform selection. For instance, young people under 18 may not be on Facebook because they perceive it as old. Instead, they might use Twitter,

Instagram, TikTok, or Snapchat. The ones above 18 and in colleges read popular blogs like *Tuko*.

3.4 Gathering of Teams

According to informants skilled and qualified personnel need to be gathered. The activities to be undertaken are singled out and matched to the team members. It should also be established if personnel need training, what kind of training, and when they can start training:

You need to have a team that owns the same vision you have and to help in the thinking process. Determine who will design the work, reach out to partners, be in charge of messaging and pretesting, etc. It must also be clear who is going to manage the campaign. (Informant B8)

Ensuring that teams are well-versed in the technical aspect is very important. It requires serious investment to ensure that the teams are at par with any new developments in the technologies and that whatever information is being given out is factual. Involving the youth in the planning stage is desirable because it will lead to process ownership. Hence, each team can have at least one youth who may help with information about the site or target group.

I will engage the target group, pick the keywords on SRHR, and get the youth to share with me whatever they would have developed. I would engage the beneficiaries to hear what they would like to know because what people want to know are things that they have not heard. (Informant B3)

The campaign can fail if this critical aspect of teams gathering is not treated with the seriousness it deserves:

I foresee challenges that the teams engaged in the roll out may not be talking from the same script. The team must be on the same wavelength in terms of content development and the technical aspect of message dissemination. (Information A4)

3.5 Timing and Timelines

According to the informants, youth behavior online should be investigated to determine the correct time to post content as the target audience may not even see the message. On timelines, the planner must have a date in mind but be flexible enough to realize that circumstances may force a shift. For instance, posting a campaign online during the Christmas to New Year seasons may not be wise because most people like to engage in family gatherings and parties:

There is also the issue of timelines or duration of the campaign. Is this campaign running from January to April? Is it a 1-year program? Also look at the timings to understand their behavior in terms of how they use their social media platforms. (Informant A5)

3.6 Preparation

The informants suggested that once the brainstorming is over, the preparation can begin

through drafting the message; writing teasers; budgeting; determining influencers; skills consideration; and feedback mechanism.

3.7 Drafting and fine-tuning the Message

Creativity is key to effective message creation. There is a no one-size-fits-all formula for coming up with the message. Suggestions include the team collectively brainstorming on the words to be included in the message or individuals coming up with the words and later combining the different responses to create the best message. Some organizations may decide to outsource this service from seasoned establishments like NGOs that continuously deal with SRHR campaigns. Careful attention is needed in the wordings and quantity. Should it be a one-line statement accompanied by plenty of graphics? Should the message be scripted followed by a short video with good sound production? The prerogative lies with the teams handling the message:

We conduct focus group discussions with young people to develop raw content or messages then validate the message. For instance, we do graphic design then put it on canvas. We then go back for validation if the graphics speak out. (Informant B8)

As message drafting is very important, an informant suggested that training should precede the process:

People need to be taken through a training program on both new media and SRHR issues. Training should include key messages and words, what language to use with the target audience, and how to develop captivating content that resonates with the target audience. (Informant A5)

3.8 Writing Teasers

Catchy teasers are an effective way to draw the target group's attention. Different teasers can be created for different platforms. For example, teasers being posted to Facebook and Twitter should have an accompanying short and sharp video that does not consume much data, and which draws many clicks. Campaign planners need to engage writers well-versed in writing catchy teasers or have them trained. One informant's way of using a teaser is to create awareness about an upcoming event on all available social media platforms:

If I am developing an app, I would develop posters to announce the app and share it far and wide. I would have posters sent to colleges if I am targeting young people. If I have media connections, I would negotiate for space in a talk show or have a medium grant me an interview. (Informant B2)

3.9 Budgeting

Budgeting can make or break a campaign, so the campaign manager must be careful not to under or overestimate the budget. The type of campaign also determines the budget. For example, an all-social media campaign (sustained promotional strategy) may not be as costly since the budget majorly goes towards human resources, graphic design, the internet, and meetings. However, once a geographic-based strategy is applied, more items are considered

such as transport, hiring of public address systems, licenses, refreshments, prizes, etc. Further, campaign duration also determines the budget. A campaign lasting two weeks will cost more than a three-day campaign. NGO informants revealed that they have had to fight for counties to allocate budgets for SRHR. Some counties have registered a good response while others are coming up slowly.

3.10 Determining Influencers

Influencers can enhance campaign success. NGO informants revealed that they usually use online influencers/bloggers (with a huge following) to push their SRHR agenda, especially the controversial ones, as the chances of reaching a wider audience are almost assured:

You will have to design a strategy on how you are going to counter the backlash. Influencers are often experienced in countering backlash and move the debate right back to the campaign objective. (Informant B8)

Informants opined that the best platform where influencers are found is Twitter. Hiring influencers may come with a high cost. In such cases, the company can take advantage of its brand name as some media personalities are considered celebrities, with the message likely to be believed. Nevertheless, some of these influencers are paid to discredit a campaign. Thus, a media manager must move fast to know who to engage:

Each media house has a celebrity and I have seen the government using them in the Corona fight to talk to people about washing their hands, social distancing, and using masks. (Informant A1)

Some informants revealed that hiring influencers from outside the media raises the issue of credibility, yet Kenyans mostly believe mainstream media. So, even as campaign planners consider hiring these influencers, they can also partner with mainstream media to run the campaign on their social media handles.

Main media houses like us come to legitimize these campaigns. It's important to have a social media handle for the Star, Daily Nation, or Citizen TV. (Informant A3)

The NGO informants revealed that using influencers for engagement is cheaper in the long run because advertising on TV and radio is costly. New media has enabled a two-way engagement on SRHR issues compared to broadcast that is a one-to-many media. Besides, a message can be corrected and conversations redirected. NGO informants also revealed that the strategic use of influencers is capable of garnering donor-support. In addition, for a campaign to succeed, the planners need to form allies, such as social media influencers:

So, policy makers and social media influencers (they have a large following and can really attract young people to what they are saying) are our allies. Getting allies from media people has also helped overcome some challenges. (Informant B5)

3.11 Skills Consideration

All the informants agreed that campaign success depends on the skills of team members for both message planning and dissemination. Top on the list is technical skills because a new media campaign is different from a conventional one. Technical skills also involve knowledge of video editing, production, computer literacy, podcast creation, and photography skills. Other valuable skills include interviewing, editing, content creation, and writing skills. Writing for new media is different from writing for conventional media. The content needs to be age-appropriate and interesting enough to cause the audience to react to the message.

Each staff member needs to know how to publish stories online and how to use Twitter effectively because there is knowing how to use Twitter and there is knowing how to use it effectively. These are the technical skills most reporters, especially of the old media may not have. (Informant A3)

According to informants, no campaign can succeed without team members having sound communication skills (writing, speaking, and silence). The main difference between new and conventional media is engagement. As revealed by NGO informants, there are always people online ready and sometimes paid to hijack a campaign to discredit it. However, the communication rules of engagement may save a campaign. For instance, when to respond and when not to respond; when to pull down a hard-beaten campaign; when to update it; and when to let it stay. Team members may need training because the most important trick is to engage the end-user.

Data analysis, evaluation, or strategic thinking skills are also very important. Analytical data will help campaign managers to see the performance. One can tell when the youth are online, which platforms they are using, etc. This skill can be applied before, during, and after the campaign depending on one's objectives:

There are online sites like Wolfline Alpha who help with data analytics and all you need is to interpret that data. Facebook will give you analytics on who you reach, by what end, what kind of location, and the age cohort. (Informant B8)

3.12 Establishment of a Feedback Mechanism

Decisions need to be made about the feedback mechanism to be instituted, who to oversee feedback performance, who to write feedback reports, etc. The media management and NGO informants agreed that feedback at any stage of the campaign is very important as it informs the next course of action. For example, during the campaign, feedback can cause message adjustment, while feedback at the conclusion of the campaign is useful when planning for the next campaign.

3.13 Practice and Present

Although 'practice and present' is borrowed from speech writing, in this context, it means putting together and testing the mechanisms required before the campaign is finally released. The informants suggested that a pilot test or test-run would be appropriate to gauge the level

of traction the campaign is likely to generate and how it can be improved. A test-run can also help spot any mistakes in content, graphics, dissemination, etc. Staff can be trained on how to do message piloting.

3.14 Policy Considerations

The informants identified policy as fundamental to planning and hosting a campaign. Key considerations here include the status of policy implementation; policy awareness, understanding, and internalization; and policy implementation through storytelling/conversations around policy.

3.15 Status of Policy Implementation

According to informants, a significant part of the ASRH 2015 policy has been implemented. There is evidence that civil society organisations (CSOs) are already carrying out campaigns online on unwanted pregnancies and HIV/AIDS. Some of these campaigns are held in conjunction with the government:

We even have webinars that civil society have been able to put in place concerning unwanted pregnancies currently even within Covid-19 itself. Also, if you go to government health facilities, you'll find posters and fliers that the Ministry of Education (MoE) has been able to print. Once in a while, the Ministry creates awareness using new media platforms. (Informant B4)

Indeed, the government is serious about implementing the digital aspect of the policy, which also talks about provision of sexuality education for learners in schools. The informant from the ICT Ministry revealed that meetings have already been held, and some are ongoing with the ministries of health and education on how best to implement the policy. On their part, the national council for population and development (NCPD) is implementing this policy where online meetings have been held to discuss the best implementation strategies. The concerned ministry has provided a toll-free number (111) for adolescents to specifically ask about SRHR issues. Additionally, the young people can call certain digital lines in case they have questions and want anonymity. The youth indicated that they are more comfortable calling online about reproductive health issues because they do not know the person serving them and are not worried about being remembered.

I would say you can't compare the current and the previous policy where we were. We used to talk about women alone and children, there was no adolescent, but today you hear people talking about the issue of adolescence. The beauty is that a significant portion of this policy has been implemented. (Informant C4)

According to policymakers/implementers, the ARSH 2015 policy is supposed to be implemented with other subsequent policies, such as the national health policy. This will enable feeding the target audience with SRHR information in the school context via vetted media. For example, how to use an educational Facebook video to benefit all students while considering those without mobile phones and other digital means. In this case, the

government must design campaigns that resonate with young people that can be applicable both online and offline.

Informants also revealed that this policy is being implemented in-line with the national guidelines for provision of youth-friendly services that looks at three different models: the community-based model, the school-based model, and the clinical-based model. There must be complementarity in terms of messages in all these models, so that when a young person goes to school, they hear a consistent message as the one they heard at the health center as well as in the community and this can be done through digital linkage using new media. For example, the Ministry of Health's Facebook page where a doctor can talk live to young people about teenage pregnancy and its effects on them and the community. Schools can be impressed upon to join these live Facebook events where the students ask questions:

If 100 schools are watching through Facebook via phone, laptop, or projector. Discussion forums can then follow. This way, policy will have been implemented. (Informant B8)

The NGO and media management informants were unanimous that care must be taken when implementing policy related to digital channels. They opined that child protection mechanisms on new media that do not allow vices like child molestation, child bullying, and so on must be set up. Further, SRHR online sessions need to be well-moderated to ensure only professionally packaged information reaches young people.

3.16 Policy Awareness, Understanding, and Internalization

The striking point captured in most informants' responses was the lack of knowledge or awareness by media managers about this policy. All the seven media managers were either not aware of the policy's existence or knew about it but had not bothered to read. They opined that since they have a full desk, they did not have time to understand and internalize policy because what mattered to them was the story of the day. The only time they referred to it was when a story touching on the policy was due. However, given the recent increase in unwanted pregnancies among young people, media management informants postulated that it was time they got involved:

Mass media is a very powerful tool, but it has not been optimally used by media managers to help with unwanted pregnancies. But how can they if they don't know policy? They must develop an interest in SRHR policy and make it part of their daily, weekly, or monthly agenda. (Informant D2)

Understandably, all the student participants in the FGDs have never heard of this policy: 'What policy? Never heard of it. (FGD Youth).' This is a concern because the goal is creating awareness in these young people. The informants felt that pockets of this policy can be broken down and shared with the students in the school setting. Perhaps, if the young people became aware that the government has catered for them in terms of rights and budgets, they may behave differently. And this is information that can be packaged and delivered via the school-based strategy.

3.17 Policy Implementation through Storytelling/Conversations around Policy

Some media manager informants suggested that storytelling around policy is effective:

Start with storytelling. Media managers can create content to fit the audience. (Informant A6)

One NGO has summarized the entire SRHR policy on a one-page factsheet, which is found on the website and as flyers. Factsheets are effective as young people do not have time to read lengthy documents:

This fact sheet helps to increase understanding. The managers can do a weekly advertisement touching on different aspects of the SRHR policy as far as digital matters are concerned. (Informant B1)

NGO informants felt that a simple discussion among the concerned stakeholders can help popularize the policy. Policy experts can discuss with the media managers by breaking down the policy into bits. One NGO informant revealed that they have partnered with the leading media houses where they hold seminars and meetings aimed at sensitizing the media towards health issues. The result is that most media houses today have established a health desk where more stories on SRHR are making it to the news, almost daily.

Media managers are just busy, but they can be brought round to the table to discuss pertinent issues. The rising cases of unwanted pregnancies warrant a serious meeting with media managers. (Informant B4)

Media management informants also felt that the biggest problem with policy is that it is sometimes created without stakeholder involvement. They felt that policy makers should begin involving media representatives in policy formulation or review. Consequently, in these conversations, media managers can suggest improvements in certain policy areas. While some media managers felt SRHR was not their responsibility, others had the perspective that SRHR is a media manager's responsibility. Media managers play a surveillance role and highlighting SRHR issues is part of that role.

4. DISCUSSION

Zakaria (2021) posits that the first stage of planning a campaign is problem identification and situational analysis. He likens campaign execution before the planning stage as a house constructed without prior architectural plans, which is unsafe to live in. This view is supported by Rice and Atkins (2001) who advise that a successful media campaign applies communication theories and best practice campaign principles during the strategy development stage. It emerged that most media managers are used to campaigns via conventional platforms. New media presents a whole new trajectory because the target audience is not waiting for news, but news finds them in their spaces by MacQuail, (2006). This study established that a successful SRHR campaign using new media strategies is possible when the 5Ps of planning are employed.

In the first P (preliminaries), research must precede everything else. According to Austin (2012), a public health preventive approach needs a strategic plan for research that leverages

the macro environment. Certain mechanisms need to be established such as the message, target audience, and relevant media. The media manager analyses the target audience by looking at the gender, age, educational level, geographical location, the best platforms, and the availability of the internet and gadgets. Utmost care is required because feeding the wrong information into a campaign may cause campaign failure (Austin, 2012).

Zakaria (2021) concludes that media campaigns fail because the messages never really reach the target audience. The current paper established that the objectives, type of campaign, theme, and language must be identified from the beginning. The theme should specify whether the campaign targets service delivery, advocacy, or passing information. Language is a very important factor, for instance, designing a campaign in *Sheng* for audiences in rural areas is a sure way to campaign failure.

Miller et al. (2021) stress on language use for successful campaigns where high-threat language and loss-frame messaging can impact negatively on donor intentions in campaigns. Likewise, Bessarabova et al. (2015) conclude that framing guilt appeal messages in media campaigns discourages rather than encourages adolescents to take school seriously. Relevant stakeholders must be involved in the entire process of the campaign from planning to execution. This finding is consistent with by Eboi et al. (2020) who also identify cultural and religious opposition as the biggest impediments to SRHR campaigns.

Cultural and religious opposition is not new globally and has been recorded in Pakistan by Shahbaz, (2020), the US and Ireland by Gozdecka, (2020), Mozambique by Silver, (2020), and Nigeria by Ibang, (2020). For successful SRHR campaigns, media managers planning an SRHR campaign targeting the youth and using digital ways should involve parents, church leaders, and cultural leaders from the beginning. The stakeholders are social actors and negotiators who come together to socially construct the reality of resolving the issue of unwanted pregnancies (Silverstone, 1994).

In the Preparation phase, the communicator drafts and fine-tunes the message. The words chosen must be accurate and meaningful enough to cause behavior change or gain attention and support. Zakaria (2020) links the message to the objectives which should be interesting and written as if they were wishes or dreams. Moreover, message writing should go together with writing of teasers. According to Thorbjørnsen's et al. (2015), consumers show significantly increased interest with product preannouncements.

Budgeting is a foundational component of an SRHR campaign, a view supported by Zakaria (2020) who suggest that the right budget comes from the objectives. Some strategies may require more intensive and extensive budgeting. Positive advocacy by the NGOs has resulted in county governments beginning to allocate SRHR budgets. Moreover, government involvement in SRHR funding as happens in the Philippines, can cause campaign success (Biton, 2020).

Influencers or celebrities can drive the campaign. People tend to respond warmly to those they idolize and this psychology may help to steer the campaign towards success. Kenya has social media influencers who can be hired to push a message online. Geopoll (2020) reported

that 100% of Kenyans interviewed said they follow influencers and Facebook is the best platform, findings consistent with Lin (2016). Interestingly, this contrasts with the current study findings that Twitter is the platform for influencers. However, Newman's (2014) findings on MRT indicate that all media forms are rich since their effectiveness depends on task equivocality and message complexity.

Hoffman et al. (2017) agree that celebrity advocacy can result in the adoption of health prevention behavior, such as an increase in the number of people going for screening following Angelina Jolie's public disclosure of a double mastectomy. Results found out that using controversial influencers like Robert Alai can help push forward a controversial message. However, it emerged that some influencers charge expensively. The alternative is to use media personalities within the media house who have steadily gathered fame and respect. Using influencers from mainstream media is better than using random influencers because of credibility. Random influencers are seen as merely earning a living and therefore may be unprofessional.

Additionally, hiring an influencer is less costly compared to running campaigns across conventional media platforms. Kostygina et al. (2020) found out that using influencers to post more campaign-branded and shareable content (such as campaign hashtags using a grander volume of tweets daily) can lead to success. With time, resistance to the campaign fizzles out by Kostygina et al. (2020). Helman (2013), however, cautions that the campaign planner can lose control of the message, hence, the influencer must also be involved in the domestication process.

Every team member must possess certain skills, such as technical and communication skills, as supported by Zakaria (2020). Other important skills include analytical, evaluative, strategic, and thinking, also identified by Zakaria (2020). A feedback mechanism should be established which has details such as the state, effectiveness, or failure of a campaign. Doron et al. (2011) reported the success of a hand hygiene campaign when previous traditional communication and education strategies had failed due to the lack of a feedback mechanism.

The third and fourth stages in the planning phase are practice and present. This paper found out that pretesting or piloting an SRHR campaign online can determine campaign success. Kumar and Arya (2016) agree that pretesting the online channel of message delivery and process evaluation is important for eventual campaign effectiveness. Various scholars report on the benefits of pretesting a campaign message. Given the religious and cultural resistance the campaign is likely to meet, pretesting the message is essential.

The final P is policy considerations which should take place at all levels of the planning process, in line with domestication theory that focuses on the social actors and negotiators by Wajcman, (2004). Campaign planners must confirm if the campaign is supported by policy and which aspects of policy have been implemented. This paper established that some aspects of the 2015 ASRH policy have been implemented, such as NGOs and health facilities' online campaigns. However, online campaigns are often met with resistance. A similar situation prevails in Nigeria where not much progress has been realized despite the launch of the 2001 SRHR policy on sexuality issues (Ibanga, 2020).

Media managers are aware that the SRHR policy exists, but have shown no interest in it. However, they are reconsidering this position in the light of recent events that have seen very young adolescents get pregnant. Bossio et al. (2019) posit that social media managers have become powerful since they act as intermediaries at the workplace. The work done by NGOs in message dissemination is sporadic with little impact. A nationwide campaign by media managers on new media platforms may have greater impact. Moreover, the young people have no idea about the ASRH policy, yet it affects their lives. This is an area the media can explore and create little fact sheets to be distributed via suitable platforms the way they do with other issues such as GBV.

Conclusion

Therefore, for online SRHR campaign success, this paper proposes the use of 5Ps of planning, that is, preliminaries, preparation, practice, present, and policy. Planning for a new media SRHR campaign is a task that requires skills, creativity, commitment, and knowledge. Campaign planners should understand the difference between planning for campaigns to run on conventional media and new media. Even though the principle applied may be similar in both instances, planning a new media campaign requires extra skills such as social media engagement. Most importantly, media managers cannot embark on planning before considering SRHR policy. Additionally, communicators cannot ignore the powerful social forces that shape the adoption of technology since design and domestication involve a constant process of adjustment and negotiation. Besides, MRT should guide communicators in channel selection. Media managers should consider policy to guide them in designing and implementing campaigns.

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