Energy and Water Utilities Regulatory Authority

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EWURA INFORMATION EDUCATION AND COMMUNICATION STRATEGY

2019

1.0. CHAPTER 1: INTRODUCTION

1.1 Background

One of the core objectives of the Energy and Water Utilities Regulatory Authority (EWURA) is to enhance public knowledge, awareness and understanding of the regulated sectors of the Authority. EWURA's rolling strategic plan (2017/18-2023/24) categorically puts more emphasis on the task of informing and engaging the public and its key stakeholders in delivering its services. This corporate strategic plan stresses on meeting stakeholders' needs and demands, actively engaging stakeholders and applying technology to enhance the Authority's business operations.

On this end, it is essential that EWURA should have a clear communications strategy to ensure there is consistence, accuracy and timely stakeholders' engagement. This Communications Strategy is designed to maximise EWURA's outreach to stakeholders by promoting greater participation and knowledge sharing. It is also intended to modernise communication systems to enable EWURA enhance public knowledge, awareness and understanding of the regulated sectors.

It is therefore, the purpose of this strategy to assist Communications and Public Relations Unit (CPRU) handle communications needs of EWURA as per its mandate and strategic vision. As such, the overall objective is *to improve information and knowledge sharing systems for effectiveness of EWURA regulatory processes and facilitate the active participation of both internal and external stakeholders; whose goal is for every stakeholder is informed and actively engaged*.

1.2. Rationale for EWURA Communications Strategy

EWURA's Vision Statement is to attain the status of a world-class Authority, to ensure national economic growth, fair competition, the protection of consumers' interests and the availability and affordability of regulated services to all consumers including those living in the rural areas. This noble task calls for a people-centred communications to engage various stakeholders within EWURA and across the nation and beyond. By encouraging broad participation, the communications strategy will significantly contribute to fostering *transparent, effective and efficient regulatory processes.*

The 2017/8-2021/22 Strategic plan emphasizes the need to increase public knowledge, awareness and understanding of regulatory functions in the enhanced regulated sectors. It is imperative that, a communications strategy be revised to complement EWURA's Strategic Plan.

1.3   Situational Analysis

The study conducted in 2018 to review Communications Policy and Strategy sought to conduct customers' satisfaction survey. The study also meant to establish baseline information on the level of customers' satisfaction with the Authority's regulatory services and survey on the level of public awareness on the roles and functions of the Authority.

The situational analysis provided information to establish baseline data on customer satisfaction and opinions on EWURA's regulatory services. Information gained was used to update the stakeholders' profiles, position EWURA to engage its publics and utilise the use of ICT. The analysis also informed the process of revitalizing the Information, Education and Communication (IEC) Strategy.

1.3.1 Key Findings

There were two key findings, one being on the customers' satisfaction on the services offered by EWURA and the other being on the Customer's satisfaction on EWURA's communication efforts whose results have been highlighted below:

1.3.1.1 *Customers satisfaction on the services offered by EWURA*

Customers satisfaction survey established that the level of satisfaction on the services offered by EWURA was moderate (**below 50%)** among the customers; **37.8%** were satisfied that EWURA keeps citizens abreast on the changes of price of the services it regulates; **43.6%** perceived that EWURA makes most of its decision in favour of the corporate players than the common people.

Further, majority of the customers were dissatisfied with EWURA's dispute resolution mechanism as **21.8%** of the customers who participated in this study, reported that they were satisfied with the authority's resolution mechanism; **38.9%** were on the vote of disagreement view on the argument that EWURA set prices of the services it regulates based on the prevailing economic situation; **45.4%** were satisfied that EWURA seeks the opinion and views of the citizens before making any change on the services it regulates.

The study also established that **41.6%** were satisfied with EWURA's procedures in issuing licenses; **54.5%** strongly required education to understand services regulated by EWURA; and **42.4 %** suggested the need for EWURA to improve process of reviewing and approving tariffs and petroleum pricing formula.

1.3.1.2 Customer's satisfaction on EWURA's communication efforts

Customer satisfaction survey on EWURA's communications efforts, the study established that the level of satisfaction among the customers was high above **50%**; while **55.7%** were satisfied with EWURA's Licensing and Order Information System (LOIS).
The survey also indicates that **61.1%** were satisfied on how EWURA provides education about its functions to stakeholders; **63.8%** were satisfied on EWURA's information system (petroleum price caps) through mobile phones; **50.4%** rated EWURA's communications effort with its stakeholders as fair; **32.7%** rated EWURA's Clients' complaints handling process as fair; and **44.2 %** of the customers agreed that EWURA's feedback about tariff review was fair.

2.0. CHAPTER 2: EXAMINING EWURA COMMUNICATIONS THROUGH SWOC ANALYSIS

This chapter summarizes EWURA's strengths, weaknesses, opportunities and challenges (SWOC) in implementing communications initiatives based on the evidence drawn from the studies mentioned in the previous section.

2.1 Strengths

Areas that demonstrated strength and are likely to enhance EWURA communications system include formal communication; leadership commitment; where by **68.7%** level of public awareness; use of modern technology; and increased number of complaints as a result of increase in awareness and strong and committed human resources.

2.2 Weaknesses

Despite notable strengths, the situational analysis listed areas of weaknesses that could impede the sustainability of effectiveness of EWURA communications. The weaknesses include insufficient delivery of regulated services; reliance on mainstream media alone; insufficient knowledge about the regulated services and regulatory functions and inefficient monitoring & evaluation (M&E) systems.

2.3 Opportunities

There are viable opportunities internally and externally for EWURA communications and Public Relations Unit to fulfill its obligations to ensure public access to information, increase collaboration with both internal and external stakeholders, and strengthen the efficiency, quality and quantity of its products and services.

Another key platform within EWURA' structure is the relationship between EWURA Head Quarters, Zonal Offices, regulated Service Providers, Consumer Consultative Council (EWURA-CCC), and the Government Consultative Council (GCC).

EWURA being an autonomous government institution, it has facilitated stakeholder's engagement through transparency, accountability and good governance. Working within the government places EWURA in a favourable business position and also provides the Authority with the opportunity to utilize IT to strengthen efficiency and the quality of its products and services.

2.4 Challenges

There are internal and external challenges that EWURA needs to turn them into opportunities.

Being a multi-sectoral regulator, EWURA deals with interests of various stakeholders which in return reduces its **popularity** to the public; diversified and fragmented audiences have increased the Authority's budget since it uses various channels of communications in reaching its stakeholders irrespective of their geographic location.

CPRU bridges the gap between the management, mainly comprising of Directors, with corporate stakeholders who are mainly Ministers, Members of Parliament, corporate chief executives etc., whose **TRUST** depend on the position of Office holder. For this reason, the capacity of the Communications Office is recommended to be elevated to a level **DIRECTORATE**, so as to give more weight to the communications system and attract its due attention, which is vital for enhancement of functions of the Authority.

2.5 Transformation of EWURA Communications approach

Based on Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis presented in this chapter, recommendations are summarized for the next phase of communications strategy to bring together current opposing and supporting factors to enhance EWURA's capacity to communicate with its internal and external stakeholders.

The institution's formal communication system provides staff with opportunities to interact at all times. The ultimate goal is to ensure that all voices are heard to harness organization-wide participation. The current communication scenario has to be maintained in order to strengthen cohesion between internal and external stakeholders.

The present support from the organization's top management and substantial financial resources allocated for CPRU are essential inputs to address challenges faced by the Unit. These resources provide vital motivation for the CPRU to strengthen communication functions and systems. For best results, top management must maintain the current support to enable the CPRU perform functions smoothly.

To a large extent, EWURA's awareness has been achieved, as result, its corporate identity is widely recognized. Mechanisms to support engagement are not only critical to increase loyalty among the key stakeholders and the public, but they also actively contribute to EWURA's delivery strategy. Additionally, EWURA needs to enhance the use of ICT and innovative communication practices.

Human resource development also provides fertile ground to strengthen meaningful communication within the organization. It was revealed in the consultation with internal stakeholders that recruited employees are skilled, committed, motivated and comfortable with work environment. In future EWURA needs to review CPRU structure to include corporate functions that necessitate the formation of Division of corporate communications.

2.6 Strategic Pillars

This initiative will be operationalised through the following strategic pillars (objectives):
  i.   Information, Education and Communication (IEC) Policy and Strategy revised and implemented by June, 2024
  ii. Public awareness levels increased to 85% by June, 2024
  iii. To promote access to the Public Register by June, 2024

3.0. CHAPTER 3: EWURA KEY PUBLICS

This chapter defines EWURA's key publics, which are divided into two groups of primary and secondary publics as shown in the diagram below.
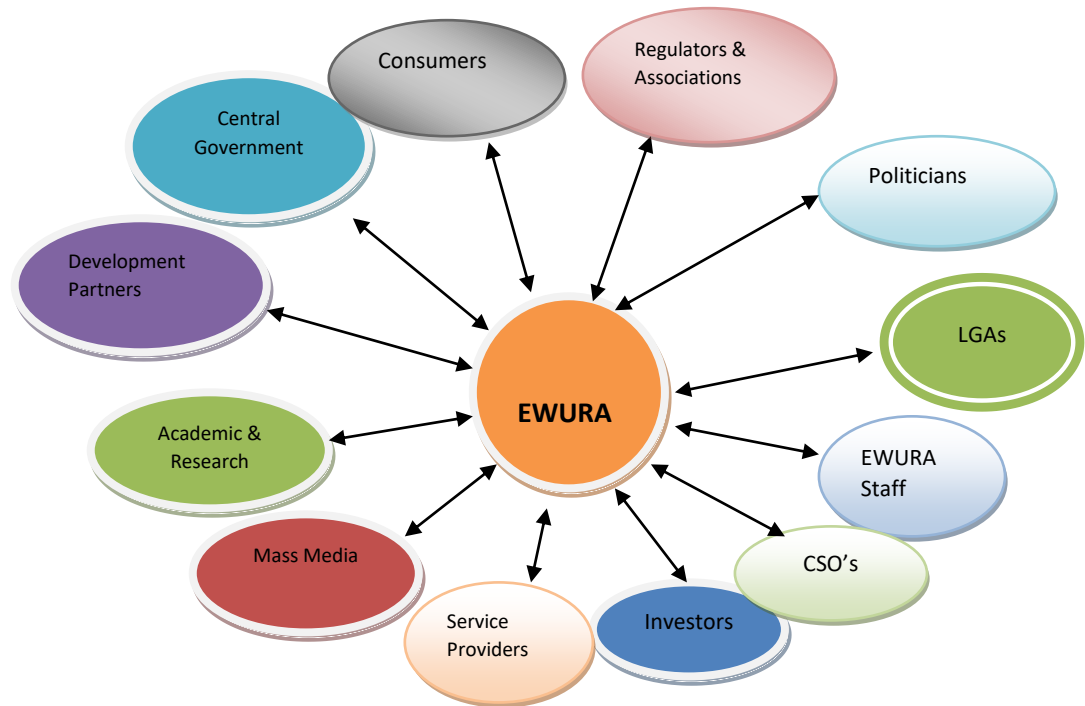

Figure 1: EWURA's key publics

3.1 Primary Publics

Primary publics are those whose functions and responsibilities directly relate, influence or affect the survival, effectiveness as well as efficiency of EWURA. These include EWURA staff, Parent Ministry, Government Department and Agencies, as well as Regulated Service Providers and investors. A brief account of the profiles of each public, their views on EWURA, expectations as well as their communication needs are given below:-

3.1.1 EWURA Staff

EWURA staff have knowledge and experience to implement programmes of action as outlined in the Rolling Strategic Plan. They are part and parcel of EWURA operations, challenges, problems, successes as well as its future.

Harmonious relations and smooth flow of communication within the organisation is key to successful implementation of the Strategic Plan. The survey revealed that EWURA staff are well informed about their organisation and are positive about its operations. The staff believe that EWURA is a trusted organisation despite the challenging environment under which it operates.

The survey also indicated that staff were also satisfied with the working environment and general staff relations. However, the internal communication should be enhanced especially the use of intranet, meetings, publications, internal memos and telephones in order to improve sharing of information.

EWURA Staff expect:
- ❖ Transparent, effective and efficient performance management systems

- ❖ Attractive remuneration packages and timely payment.

- ❖ Conducive working environment

- ❖ Timely provision of state-of-the-art working tools

- ❖ Effective, accessible and affordable medical schemes

- ❖ Enhanced capacity building to staff

- ❖ Attractive career development schemes

- ❖ Job security and transparent staff appraisal systems

- ❖ Attractive staff welfare schemes

- ❖ Good governance practices and fair treatment

- ❖ Transparent and fair staff appraisal system

- ❖ Staff participation ; and

- ❖ sharing of information and

- ❖ timely and feedback.

3.1.2 Central Government/LGAs and other government institutions

The government is the main policy maker and overall overseer of how policies and laws are observed in the country. The government is responsible for

planning and ensuring development of infrastructure and enabling working environment. It is also interested in attracting investors in the regulated sectors.

T The Central Government and its Institutions including LGAs:

❖ Professional advice from EWURA.
❖ Implementation of the sector policies and Acts.
❖ Value for money and legal compliance in all EWURA operations.
❖ Good governance practices.
❖ Efficiency in performing regulatory functions – including effective enforcement of quality service provision in the regulated sector.
❖ Timely provision of accurate information for decision making.
❖ Creating an enabling environment for promotion of investments in the regulated sectors.
❖ Alignment of the technical and economic regulation programme with the national agenda on promoting an industrial economy
❖ Transparency and professionalism in conducting regulatory functions and promptly rendering professional advice on matters falling under EWURA
❖ Effectiveness and efficiency in provision of regulatory services;

3.1.3 EWURA's Service Providers

These are stakeholders who provide services and products that are necessary for the Regulator to fulfil its obligations efficiently.

EWURA's Service Providers expect:

❖ Transparency and active engagement
❖ Impartiality.
❖ Professionalism and integrity.
❖ Consistency and timely response to queries and inquiries

3.1.4 Investors

Investors help the economy to grow and the regulated sectors to expand. They produce the much needed goods and services in the regulated sectors and pay taxes. These include electricity, petroleum, natural gas and water suppliers who are key stakeholders of EWURA's regulatory functions. EWURA would therefore be expected to advocate for an enabling legal and business environment that would promote least cost investment in the regulated sectors.

Investors expect:
- ❖ Conducive legal and business environment.
- ❖ Fair and reliable regulatory processes.
- ❖ Transparency, credibility, consistency.
- ❖ Balanced interests.
- ❖ Timely decision making
    - ❖ Fair returns on investments
    - ❖ Level playing field in the regulated sectors

3.2 Secondary Publics

Secondary publics are those whose functions and responsibilities indirectly relate, influence or affect the survival, effectiveness as well as efficiency of EWURA. These include the following:-

3.2.1 Other Institutions

Some institutions are close stakeholders because their functions directly relate to EWURA's mandate. These include EWURA Consumer Consultative Council (EWURA CCC), Fair Competition Commission (FCC), Fair Competition Tribunal (FCT) and Government Consultative Council (GCC). These have knowledge and experience on regulatory issues and challenges facing regulated sectors. For instance, some regulated service providers tend to seek the services of FCC, whenever there is a dispute relating to unfair competition. Regular communications with these bodies is crucial for a more informed EWURA and for proactive regulatory initiatives.

Other Institutions expect:
- ❖ Collaboration, knowledge sharing, benchmarking.
- ❖ Harmonisation of policy and legislation, procedures and standards.
- ❖ Timely provision of accurate information.

3.2.2 Consumers

These are the ultimate users and consumers of the regulated services which include electricity, petroleum, natural gas and water. Consumers of the regulated services need to be further imparted with knowledge, awareness and understanding of the regulated sectors.

Consumers expect:
- ❖ To know their rights and obligations
- ❖ Protection of their interests
- ❖ Fair, affordable prices/charges of regulated services
- ❖ Quality and reliable services from service providers.
- ❖ Impartiality, fairness and timely decision.
- ❖ Available, quality and reliable services from Service Providers
- ❖ Safe, quality and environmentally friendly service delivery infrastructure.

3.2.3 Academic and Research Institutions

These institutions conduct research on issues pertaining to regulated sectors and provide input into policy formulation. Research institutions therefore serve as a repository for useful information to EWURA as well as the regulated stakeholders. Regular flow of information is crucial to ensure EWURA keep abreast with new developments in the sectors it regulates.

Academic and Research Institutions expect:
- ❖ Correct and accurate data.
- ❖ Partnership in research and use of knowledge from findings.
- ❖ Partnership in research and use of their research knowledge/findings.

3.2.4 Politicians

Politicians pass laws that may have impact on the development of the regulated sector. Politicians are interested in increased investments in the regulated sectors to stimulate economic growth as well as to provide jobs. They are also interested in ensuring that they protect the interest of their voters.

Politicians can be quite useful – and equally dangerous – to EWURA's image in the following ways:

❖ If they are informed of what EWURA does; if they believe that EWURA is doing a good job; if EWURA's role does not affect their voters; then they will promote and defend the Regulator.

❖ If they are ill-informed (or if they act on information provided to them by a disgruntled party) they can easily damage the reputation of the Regulator.

> Politicians expect:
> ❖ Expanded coverage of regulated services.
> ❖ Affordable regulated services for their voters.
> ❖ Sustainable and reliable access to the regulated services.
> ❖ Regular briefing or information and knowledge sharing on EWURA's operations.
> ❖ Increased coverage of service.
> ❖ Available, quality, affordable and reliable services from Service Providers
> ❖ Timely and impartial regulatory decisions
> ❖ Accurate information and knowledge

3.2.5 Civil Society Organizations

Civil Society Organisations (CSO) are regarded as important institutions because they provide space for citizens to aggregately advocate for, defend or promote certain civic rights for the good of individuals as well as society as a whole.
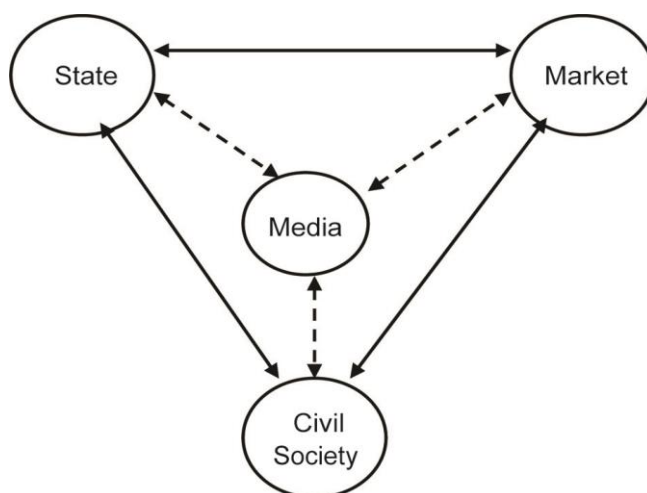
Indeed, this explains why civil society organisations are always keen on opposing any policy action that appears to affect the ordinary citizens (i.e., tariff hikes in electricity or water utilities). SCOs that defend the interests of ordinary citizens tend to be popular with the media and may as they often do – initiate debates that put EWURA in negative light. However, the CSOs are of the view that EWURA needs to enhance accessibility to its information on policy issues, tariffs, services, plans as well as operations. The CSOs also believe that EWURA must engage citizens in debate on issues that affect their welfare.

Civil Society Organisations expect:
- ❖ Transparency and impartiality.
- ❖ Regular and timely flow of information.
- ❖ Initiatives targeting the poor and the disadvantaged communities.
- ❖ To be involved and consulted on issues of policy that may have implications to consumers.
- ❖ Transparency and impartiality in conducting EWURA's functions.
- ❖ Consultation and involvement in some of the regulatory processes.

3.2.6 Mass Media

The mass media is a necessary ally in enhancing public awareness as well as in providing education. They also provide convenient mechanism for quick feedback. The mass media basically inform the general public, educate or clarify issues, provide fora for stakeholders to pass on their messages and also act as watchdogs of society. Mass media can destroy a reputation unexpectedly while at the same time they can maintain a status quo of the image of an organisation. Understanding the media landscape and how it operates is key to any organisation's survival.

The media (i.e. radio, television, newspapers, online or *new media)*, have unique characteristics that determine who has access to them and how. It is important to understand these characteristics and how they determine the effectiveness of communication.

Mass Media Expect:
- ❖ Timely dissemination of accurate information.
- ❖ Access to information of public interest.
- ❖ Regular engagement with EWURA for knowledge sharing.
- ❖ Openness and cooperation in issues of national/public interest
- ❖ Active participation in the regulatory processes to enhance knowledge
- ❖ Public awareness campaign

4.0.   CHAPTER 4: KEY MESSAGES AND COMMUNICATION CHANNELS

This chapter presents key messages and communication channels

4.1 Key messages

Key presented in this strategy are used to lead awareness campaign. These messages reflect on opinions of both internal and external stakeholders on communication and operational related issues. The messages are designed not only to persuade individuals to change any negative perceptions toward EWURA but also, they are engaging messages, intending to inform and educate internal and external stakeholders on EWURA services or challenge them to think outside their comfort zones. The message should be delivered within the unique needs and context of the end-users. EWURA should maintain its message why it exists. That is, the role as regulator is to regulate the operations of service providers to ensure the end-users benefit from quality and affordable services. The key messages are:-

1. EWURA cooperates with the public to enhance better regulatory functions

2. EWURA enhances availability, accessibility and affordability of regulated services to all

3. EWURA decisions are transparent, predictable and participatory; and guided by the rule of law.

4.2 Communication Channels

The strategy includes multiple channels beyond the traditional communication channels. Figure: 2 presents three categories of media notably paid, earned and owned media. Examples are provided on how to utilize the potential of each category, so they complement one another. An important consideration must also be which and how much content production will be done in-house and how much will be contracted out. Each approach has its own costs, advantages and disadvantages. …In owned media, I suggest we add EWURA website.
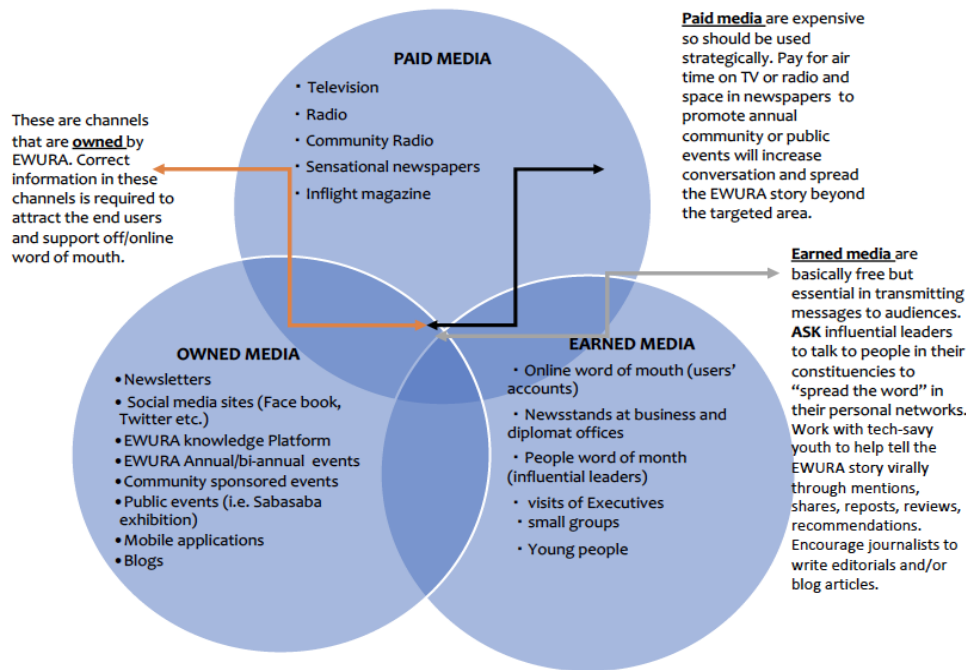
PAID MEDIA
- Television
- Radio
- Community Radio
- Sensational newspapers
- Inflight magazine

These are channels that are **owned** by EWURA. Correct information in these channels is required to attract the end users and support off/online word of mouth.

Paid media are expensive so should be used strategically. Pay for air time on TV or radio and space in newspapers to promote annual community or public events will increase conversation and spread the EWURA story beyond the targeted area.

OWNED MEDIA
- Newsletters
- Social media sites (Face book, Twitter etc.)
- EWURA knowledge Platform
- EWURA Annual/bi-annual events
- Community sponsored events
- Public events (i.e. Sabasaba exhibition)
- Mobile applications
- Blogs

EARNED MEDIA
- Online word of mouth (users' accounts)
- Newsstands at business and diplomat offices
- People word of month (influential leaders)
- visits of Executives
- small groups
- Young people

Earned media are basically free but essential in transmitting messages to audiences. ASK influential leaders to talk to people in their constituencies to "spread the word" in their personal networks. Work with tech-savy youth to help tell the EWURA story virally through mentions, shares, reposts, reviews, recommendations. Encourage journalists to write editorials and/or blog articles.

Figure 2: Proposed Communication Channels

4.3 Implementation Plan

The implementation of this strategy should be a coordinated, synchronized and interactive decision-making process that respond to EWURA's regulatory functions. This encompasses knowing what to do – and actually *doing* it. Therefore, during the implementation of the this strategy, the following should be seriously considered:-

I. EWURA Management should enhance a substantive mindset shift to create a more effective and dynamic communications thrust. This is to say, Communications and Public Relations functions should no longer be considered as business as usual. Everyone involved in the implementation in implementing this strategy, is ought to act in a way that will move EWURA in line with its strategic plan and the application of modern communications techniques and technology.

II. There should be a sense of urgency, in implementing the strategy to spearhead its execution. Timeliness, correctness and clarity of facts are key issues to consider. EWURA should also monitor the activities, to determine what is working and what is not; establish the reasons and take corrective actions when need be.

III. In addition, implementation of the strategy should be sequential in order to make it easier for EWURA to manage and monitor planned activities set for each targets. Realistic budgets should be clearly defined as well, monitoring and evaluation of the strategy should be emphasized and

supervised in the entire implementation of this strategy. The evaluation report should comply with EWURA reporting procedures.

IV.   Implementing an effective communication strategy can be expensive and a challenge for an organization to find enough resources to carry it. Therefore, it is critical for a EWURA management to take on board and take necessary measures to facilitate smooth operation of the Communication Strategy.

V.   A three-year timeframe has been set for implementation of this strategy. However, most of implementation activity will take place in the first and the second. It provides a clearly rigorous for the selection and monitoring of knowledge investments, while being flexible and adaptable, as it fits in CPRU operations. The third year is meant for follow up which will also allow adequate time for monitoring and evaluation.

VI.   The implementation of this strategy should be accomplished through maintain relationships and team work. An important component of the Communication and Public Relations Unit responsibilities will be to forge strong relationships with both internal and external stakeholders and the public at large.

VII.   The communication strategy should promote EWURA regulatory functions, to all stakeholders to make them aware of how they are impacted how they can participate. Every tool in the communications toolkit should be employed to reach out to EWURA all stakeholders and the public at large.

Table 1: Implementation Plan

	Targets	Activities	Stakeholders	Message,Channels,Materials,Performance Indicators and Budget
Objective 1:To enhance public knowledge, awareness and understanding of the regulatory functions				
1.	Public awareness levels increased to 85% by June,2024	1. Prepare units budget and an implementation plan 2. -Prepare and air TV and radio programmes 3. Participate in all relevant exhibitions. 4. Conduct TV and Radio exclusive interviews 5. Participate in all Public hearings and inquiries 6. Organize and conduct workshops for media houses, decision makers and parliamentarians 7. Facilitate publication of	Public, media, government officials, civil societies, members of parliament,politicians,universities and colleges	**Message:** EWURA cooperates with the public to enhance regulatory functions. **Channels:** TV,Radio, Newspapers, cell phones, social media, website, brochures, consultative meetings, face-to-face meetings and public hearings **Performance indicators:** Percentage of stakeholders who are aware of EWURA's functions. Percentage of awareness levels. Total: 1,867,760,000,2,000,000,000

		feature articles and documentaries		
		8. Conduct Stakeholders Consultation Meetings		
		9. Preparations and distribution of promotional materials		
		10. Contributions and Donations		
		11. Publish EWURA newsletter		
		12. Organize Press Conferences		
		13. Maintaining EWURA website		
		14. Maintain good rapport with EWURA stakeholders		
		15. Provision of awareness to higher learning institutions		
		16. Facilitate publication of advertisements and notices		
		17. Printing of various		

Targets	Activities	Stakeholders	Message,Channels,Materials,Performance Indicators and Budget
	reports		

Objective 2: Enhance internal and external stakeholders' regulatory knowledge, skills and expertise			
Targets	**Activities**	**Stakeholders**	**Message,Channels,Materials,Performance Indicators and Budget**
2. Deploy modern technology on regulatory and management functions by 2024	-Promote use of social media for information sharing -Collect feedback from stakeholders -Implement ICT Policy on the use of EWURA social media, intranet and other online tools. -Promote access to the EWURA Public Register -Promote communication internally and with key stakeholders	Both Internal and external Stakeholders of all levels at headquarters and zonal offices	**Message:** EWURA enhances availability, accessibility and affordability of regulated services to all. **Channels:** Social media, social group meetings, fliers, blogs,website,public register,whatsapp,twitter,facebook,Instagram,you-tube, e-notice board, intranet. **Performance Indicators:** -Trend in the number of customers feedback received -Trend in the number of visitors to EWURA website. -Trend in the number of visitors to the EWURA's Public Access Register (PAR). Indicative budget: First year: TZS: 67,000,000 Second year: TZS: 67,000,000

				Third year TZS:67,000,000

Objective 3: Strengthen the implementation of Information, Education and Communication (IEC) Policy and Strategy				
	Targets	**Activities**	**Stakeholders**	**Message,Channels,Materials,Performance Indicators and Budget**
3.	Information, Education and Communication (IEC) Policy and Strategy revised and implemented by June, 2024	-Review IEC Policy and Strategy -Conduct baseline study on customers perception and level of public awareness	Internal and external stakeholders	**Message:** EWURA decisions are transparent, predictable, participatory and guided by the rule of law **Performance Indicators:** Revised IEC Policy and Strategy in place **Channels:** newspaper, website, social media Total: First year 1,867,760,000, Second year : 2,000,000,000 Third year: 2,500,000,000

CHAPTER 5: MONITORING AND EVALUATION

5.1 Coordination

For this Strategy to be implemented effectively, EWURA shall enhance cooperation with its key stakeholders whose operations are directly linked with regulatory functions.

5.2 Monitoring

EWURA's Communications and Public Relations office shall monitor the implementation of this Strategy. The monitoring shall be done through both mainstream and social media reviews.

Through monitoring, the Office shall be able to establish the public perception about EWURA and prepare prompt responses where necessary. The monitoring of media also assist the Authority to analyze to which extent media houses are aware about functions of EWURA. The media to be covered includes the following:-

5.2.1 Newspapers

When monitoring newspapers, it is always important to analyze editorial pages, opinion columns; and Letters to the Editor because all these are possible means of publicity, both negative and positive.

5.2.2 Radio and Television

Radio and TV bulletins; and live or recorded talk shows are outlets for publicity. EWURA should use these avenues to gain feedback on public perception about EWURA.

5.2.3 Social Media

EWURA Website, Facebook, Twitter, You-tube, WhatsApp, Instagram, blogs and other social media are prominent platforms preferred mostly by the youths to express their views on various subjects. EWURA shall continue monitoring the trend of social media coverage on issues related Authority.

5.2.4 Press Conferences

Press conferences are very common in today's world. They offer an opportunity for journalists and the public to meet with one or more officials of an organization in a question-and-answer session. Apart from being the platform for monitoring, press conferences can also be a favorable instrument for media relations as they offer the organization a direct opportunity to communicate with the public.

5.3 Evaluation

This Communication Strategy provides means to ascertain whether each communication objective has been attained. The objectives contained in this strategy include public awareness levels to be increased to 85% by June, 2024; measures to promote access to the Public Register by June, 2024; and deploy modern technology on regulatory and management functions by 2024.

APPENDIXES

Appendix 1: Guideline for Implementation of Government Communication in Ministries, Independent Departments, Executive Agencies and Local Government

With an intention of improving transparency, accountability and good governance, the United Republic of Tanzania elevated the government communication functions. Therefore, Ministries, Independent departments and Executive agencies (MDAs) established government communication units (GCU) while Regional Secretariats (RSs) and Local Government Authorities (LGAs) recruited information officers. Some of the functions performed by these communication units include: creating of awareness on the policies, advice management on the issues related to government communication programmes and projects, enhancing two-way flow of information between government and its stakeholders etc. However, there are number of challenges faced by such units. These include: undefined structures, misplacement of units in some of MDAs, RSs and LGAs structure, misunderstanding of the role and functions of government communication, misconception on roles of the government communication units' staff, unqualified personnel in the units, inadequate budget allocation etc. Because of such challenges, the government established communication guideline to be adopted by all MDAs, RSs and LGAs so as to harmonize government communication activities and enhance effective communication between the government and its stakeholders.

The guideline provides various activities to be performed by the government communication units in the MDAs among which include: promoting institution activities, programmes and policies; update sectoral and institution information in websites and advice divisions, units, extra-ministerial departments and executive agencies on production of various documents programmes; produce and distribute various documents on sectoral and institutional reforms, produce and distribute sectoral and institutional papers and articles; coordinate briefings for the institution etc.

Among many others, it also provides the roles and mandates of the government communication unit/office in MDAs and LGAs. These include: to plan and manage media campaigns; develop and coordinate implementation of government communication strategy; website content management; organize press conferences, handle press questions and set up interviews for government official with press; develop and coordinate printing of educational materials (newsletters, brochures, posters etc.); use print, electronic and new media to disseminate information and collect feedback from the public; facilitate communication of top management decision to all staff members; do media monitoring, handle crisis, risk and emergency communications, handle customer complaints;; create and maintain god image of the institution; conduct impact assessment on the implementation of the government communication strategy, do advertising and marketing etc.

The guideline provides position of the government communication units/offices in MDAs, RSs and LGAs stating that; such communication units/offices should be

established and must feature in the structures of all MDAs, RSs and LGA; heads of the units/offices should be accountable to the CEO of the respective org and he/she will be part of management of the institution participating in all managerial decision and become the spokesperson of the institution and the unit will coordinate and oversee all communication function of the organization.

Regarding budget and funding, the guideline provides that the communication unit/office should have its own independent and adequate budget allocated in the institution's financial budget. It may solicit funds from other sources after getting consent of the accounting officer. Moreover, on staffing matter, it is provided that the communication unit/office must have adequate staff based on the job list, must have qualified staff in the communication profession and must have staff with appropriate and specialized skills in the field of communication.

To ensure capacity building for the government communication units/offices, the guideline states that the units should be provided with human resource requirements and training needs, should be allocated with adequate resources to facilitate the units/offices' capacity building initiatives (e.g. training, study visits and exchange programmes) and participate in relevant national and international forums and should be ensured with availability of communication working tools e.g. video and still camera, video and audio editing suites, printers, computers and internet connectivity and phones, projectors, scanners etc.).

The guideline provides the general conduct of work on the role of engagement. Here, the relevant government communication unit standards are stipulated in a summary as follows: apply communication process and assess communication effects for public relations programmes, formulate and produce strategies for public relations programmes and activities, review and communication programmes and services, research print and electronic sources for journalism, demonstrate knowledge of media ethics, establish, develop and manage public relations media relationships, direct and coordinate research of government communication issues etc.

It is also stated that the government communication unit must understand needs of different stakeholders by first knowing the stakeholders of the institution, know the communication needs and concerns and tailor communications needs of stakeholders into the institution's communication strategy. However, the guideline provides that the unit should avoid adversarial relationships with stakeholders by being prompt in information dissemination and respond to stakeholders' enquiries, have cordial and professional relationship with them and have a proper system of handling their complaints. The guideline further requires the units to be accessible to stakeholders and facilitate availability of the CEOs and other officials to share information with stakeholders.

On the role of engagement, the guideline also provides that to enhance media monitoring and rapid response, each institution's communication strategy should have a media monitoring and rapid response mechanism. It is also provided that must make use of diverse media tool and promotional materials.

Lastly, it is provided that the communication units/offices in the government should monitor implementation of its plans and evaluate its impact toward achieving overall organizational objective. The units should as well conduct evaluation studies on the implementation of the government communication guideline and disseminate findings to various levels of the government for action.

Source: Ministry of information, Youth, Culture and Sports, 2013.

Appendix 2: Publicity Essentials

Experts suggest the following guidelines that EWURA can apply for using the media for publicity purposes:

Staff, volunteers and EWURA's established contacts should be canvassed for names of media contacts.

Always match media outlets with the targeted audiences and the messages to be communicated.

Never mislead a reporter knowingly. Good reporters can detect misinformation or an outright lie right away. If discovered, the credibility of the organisation is destroyed;

Make sure the story is newsworthy. Editors and reporters are busy people; they don't have time to sort through unimportant or trivial information.

If the organisation does not know the answer to a question, this should be acknowledged. The organisation can always find the answer and call back; If there's a reason why the organisation can't answer a question, this should be admitted. A good reporter will respect this honesty.

Never use pressure to get publicity or favourable coverage, it has a way of backfiring;

Keep news releases as short as possible.

Check and double-check all information distributed to the media. Accuracy is essential.

Use the phone to maximize the benefits of the organisation's publicity. A telephone call can confirm whether a press release sent was seen or any other important feedback.

Stay off editors' backs. If your story has merit, it will run; if it doesn't, it won't. ™ Keep promises - all of them - or they should not be made.

Send news releases and media advisories to a specific person or title. An advance release should arrive at least two days prior to the event it publicizes.

Don't call top editors, publishers, and broadcasters with anything less than a big story. Always have a contact person in media houses.

Where more than one editor at the same media outlet are contacted on the same story, inform the media house. List somewhere names of all the editors receiving that release.

Establish the organisation's credibility as a valued and reliable source of information;

Tailor press materials to fi t the medium. Make efforts to know media deadlines and the ground rules for submitting information.

Let one person be the media contact for the organization.

Do not organize a news conference unless there is something of importance to inform the intended stakeholders.

Appendix 3: Issues Management

Also known as, Crisis Communication, Issues Management refers to the appropriate way of handling the media during a crisis or negative publicity. Preparations can help the organisation minimize the negative effects and even turn around a negative story. According to Kilimwiko (2004), the best course of action in a crisis is to be forthcoming and honest and be ready to facilitate the fl ow of information for media.12 Here are some basic Dos and Don'ts to follow when responding to reporter questions during a crisis or controversy.

What to Do

There may be varied ways to manage a crisis but most experts agree on the following13:

Gather all the facts about an issue.

Appoint a single spokesperson to handle all reporters calls.

Respond quickly, dealing only in the facts and providing as much detail as possible to prevent suspicion and rumors.

Avoid descriptive adjectives or exaggerations.

Stick to core messages all the time.

For radio and television, think about speaking in quotable sound bites - the broadcast equivalent of a direct quote in a newspaper or magazine. Include the most important information at the beginning of a sentence to increase the likelihood of that information making the final editing cut.

Try to tell the whole story at once, rather than allowing the media to uncover more of damaging information. Several small negative stories are worse than one big negative one.

Be accessible to the media so they won't go to other sources for news.

Report the organisation's own bad news. If media have to dig it out, the organization will appear guilty until proven innocent and will have lost control of the story;

Provide sufficient evidence of statements, enlisting credible third-party sources when possible and appropriate.

Inquire whether the reporter has interviewed other sources. Suggest other resources the reporter might contact.

Try to contain the crisis to a limited geographic area, keeping the "media story" a local one when possible and appropriate.

Maintain good and mutually beneficial relationships with key media under normal circumstances to increase chances of fair and accurate coverage during a crisis.

What to Avoid

Avoid saying "no comment." If EWURA can't discuss something, explain why. If the information is not available, reply that it will be sourced and supplied as soon as possible.

Avoid blaming anyone. First address the problem at hand and express concern for everyone involved; When the facts are available on the cause of a crisis, then release them.

Avoid speculations or giving personal observations on anything; release only confirmed facts.

Do not make "off the record" comments. During a crisis, there is no such thing. Tell reporters that, as a matter of policy, respond to questions regarding rumours or speculations.

Do not repeat negative or inflammatory words. Otherwise it might end up being attributed to the organisation.

Do not use business jargon that is understood only by people within the industry and no one else. ™ Do not select reporters, return all phone calls.

Appendix 3: Information Materials

Publicity materials include media, brochures or leaflets, newsletters, annual reports, and videos or CDs. However, given the availability of advanced technology most information can be prepared and disseminated electronically. One of the most common tools that organizations use for effective PR is the Media Kit. A Media Kit is a package containing profile of the organization, news information for reporters and editors about an event or issue.

Below is a media kit that EWURA can use as a PR tool:

i. Brochures

Experts define a brochure as a descriptive piece of folded paper that outlines an organization's vision, mission, activities, and programs. The brochure must have a good layout; must be written carefully, creatively as well as accurately.

Below is a checklist to guide the writing of a brochure:

What is the key message that you want EWURA to communicate?

Who constitute the key EWURA publics?

What kind of response does EWURA expect from its publics? (i.e., what does EWURA want its publics to think or do after reading its brochure?

How should the brochure be written, designed and printed to elicit the response EWURA want? Does the brochure need pictures, graphs, drawings or other form of visuals?

Is the brochure written in a clear, error free, language that can be understood by your publics?

After the first brochure has been in circulation for a while it is important to make sure that each subsequent piece continues to reflect the main philosophy as well as tone of the first. For consistency of EWURA's Visual Image and Identity, all thematic as well as design elements in the brochure must reflect similar formats, colors, and compatible typefaces and layouts.

ii. Press Releases

A Press Release is newsworthy information packaged by an organization and dispatched to media houses for publication. Many Press Releases are spiked or relegated to the trash bins because they are not packaged in a way that is attractive enough to warrant the news editor's attention. A press release can contain any of the following:

A statement on a pertinent issue about the organization

A report on activities or events within the organization

An announcement on forthcoming events or activities ™ Reactions to statements, press reports, opinions or views by others

Press releases are a relatively easy, cheap but largely effective way of making the public aware of what an organization is doing or what it stands is on certain issues of public interest. Well written press releases offer free publicity to an organization about information which could otherwise be paid for as an advert.

For press releases to be effective they have to be written as follows:-

 Summarize the message that an organization wants to communicate   The summary must include the most important – or eye catching - aspects of the message (i.e., the What, Who, When, Where, Why and How)

It must be clearly written and must consider the news format (Inverted pyramid)

It must have official logo, colors and name of the organization

 It must have proper address and date of publication ™ It must have a headline, stating the subject matter

iii. Feature articles

A feature story is a detailed article about any subject that has reader appeal. It has a beginning, middle and an end. It is expected that since features are normally longer than news stories, their beginning must elicit interest in the reader and convince them to read the entire piece if possible. Its middle may inform, educate, persuade, explore or simply entertain while its end tends to be powerful, memorable, provoking thinking, action, or simply reflection. A feature article puts together important information, intriguing quotes and adding a human interest element to it to increase reader appeal.

iv.   Media Advisory

This refers to briefly packaged information normally sent to the editor as a reminder of an upcoming event or press conference. A media advisory is normally shorter than a press release, in most cases about half a page. The media advisory is supposed to remind the editor of the 5 Ws and H of an event; e.g., What, When,

Note on Publication

 Mention the exact date – or dates before which - you wish to have the press release published;

 Do not forget to mention the authoritative source to be quoted by having them sign the press release;

 Make sure the press release reaches the News editor of a news organization.

Where, Who, Why and How (would be available for interviews), significance and Photo Opportunities. A contact name and number should appear in the upper right-hand corner of the advisory.

v. Photography

As the old cliché has had it, "a picture speaks a thousand words". As such Photos are a powerful publicity tool that EWURA can use to promote its image. The PR office must keep photographs (as well as video) collection from past events.

If the organization does not have a skilled photographer, it may wish to hire a professional, preferably from any local newspaper. EWURA must remember to give credit to a photographer by attaching his/her name to any photo EWURA submits to the media.

Photo Captions: Any photo used in a newspaper remains incomplete if it does not bear a correct caption. Normally good captions add significance to the photo rather than stating the obvious. The caption is supposed to explain the picture to the reader in the fewest words possible. The writer must make sure the caption "answers" the 5Ws; who, what, when, why, how and where using correct spellings of names and places.

vi. Cover Letter

It is important to remember that whenever EWURA sends a press release, feature article or photo to a newsroom, there is no guarantee that editors will be interested in them. A cover letter increases chances of getting the editor's attention. Since editors encounter many such letters during the day, the cover letter has to be short and interesting to warrant attention. Contact information must be provided in case the editor needs clarification or further interviews with EWURA spokesperson.