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EWURA COMMUNICATION POLICY

1 INTRODUCTION

EWURA's mandate is drawn from the Energy and Water Utilities Regulatory Authority (EWURA) Act, Cap. 414. Among other things, it is responsible with the functions of licensing, reviewing tariffs, monitoring performance and standards with regards to quality, safety, health and environment. EWURA is also responsible for promoting effective competition and economic efficiency, protecting the interests of consumers and promoting the availability of regulated services to all consumers including low income, rural and disadvantaged consumers in the regulated sectors. No doubt from a range of stakeholders and the nature of business which it undertakes, a lot of interaction from within and outside the organization takes place.

To control such interaction and ensure smooth flow of communication and information across sections, to protect and preserve the Authority's image and reputation, EWURA must strengthen its Communications and Public Relations Unit which in principle acts as a link pin between the Authority's Management, internal and external stakeholders. Information on the prices of fuel, water, and electricity tariffs must be communicated to key stakeholders and members of the general public regularly. The fact that the Authority is dealing with goods and services that are sensitive and crucial to the economy, accurate information must be relayed appropriately and promptly to target audiences to prevent public ignorance or misinformation.

The mass media is always there to follow up of whatever is newsworthy so that it can have a scoop! The Authority must prepare to deal with this kind of situation and must be prepared to provide information as accurately and promptly as possible.

1.1 Objectives of EWURA

In carrying out its functions, EWURA strives to enhance the welfare of the Tanzania society by:

Promoting effective competition and economic efficiency;

Protecting the interests of consumers;

Protecting the financial viability of efficient suppliers;

Promoting the availability of regulated services to all consumers including low income, rural and the disadvantaged;

Taking into account the need to protect and preserve the environment; and
Enhancing public knowledge, awareness and understanding of the regulated sectors.

1.2 Vision

EWURA's vision is "To become a World-Class Regulator for Sustainable Energy and Water Services".

1.3 Mission

EWURA's mission is "To regulate energy and water utilities in a transparent, effective and efficient manner that ensures their quality, availability and affordability".

1.4 Motto

EWURA shall use the following motto to rally employees, consumers, suppliers, and stakeholders behind its vision and mission:

"Fair Regulation for Positive IMPACT"

1.5 Core Values

EWURA has adopted six Core values that guide the Authority's staff in strengthening the its functions. The values are key to this policy for they provide a philosophical compass to the overall EWURA Communication framework. The Core Values are summarized in the **Table 1** below:-

Table 1: EWURA's Core Values

	Core Values	Description
I	Impartiality	EWURA staff shall treat all stakeholders with fairness. The duty of EWURA as a regulator is to set a level playing field and balance interests of all stakeholders.
M	Morality	EWURA staff shall ensure they uphold standards of right and good conduct.
P	Professionalism	EWURA staff shall attend to their duties with the highest degree of competence and skills.
A	Accountability	EWURA staff shall conduct their duties in a manner that shows readiness to take full liability and responsibility for their actions.
C	Consistency	EWURA ensure consistency and coherence in its regulatory practices and work.
T	Transparency	EWURA staff shall operate in an open manner. All their decisions shall be conducted without prejudice, with respect for the interests of all stakeholders and in a fair and completely transparent manner.

2 Strategic Plan

The main purpose of the Communication Policy is to support the Authority's perspective strategic plan, covering the period 2019/20 – 2033/34 which focuses on: -

Enhancing responsiveness to key cross-cutting agendas;

Empowering Stakeholders through Regulatory Knowledge Generation and Exchange;

Enhancing quality, availability and affordability of regulated services through innovative Regulatory Practices;

Enhancing and enabling Legal and Institutional Environment for Effective Regulation;

Enhancing EWURA contribution to National Development Agendas through World Class regulatory practices; and

Achieving a sustainable world class multi-sectoral regulatory capacity.

2.1 Governance and Organizational Structure

EWURA is governed by a Board of Directors consisting of a Chairman and six members including the Director General. The Board is the highest decision-making organ of the Authority, whose mandate is to provide policy guidance and management oversight. - The Director General manages the day-to-day activities of the Authority assisted by eight Divisional Directors, three Heads of Units and five zonal managers.

This is a large organization that requires an institutionalized system of internal and external communications to support smooth execution of the Authority's mandate.

EWURA's organization structure is shown Table 2 below:-

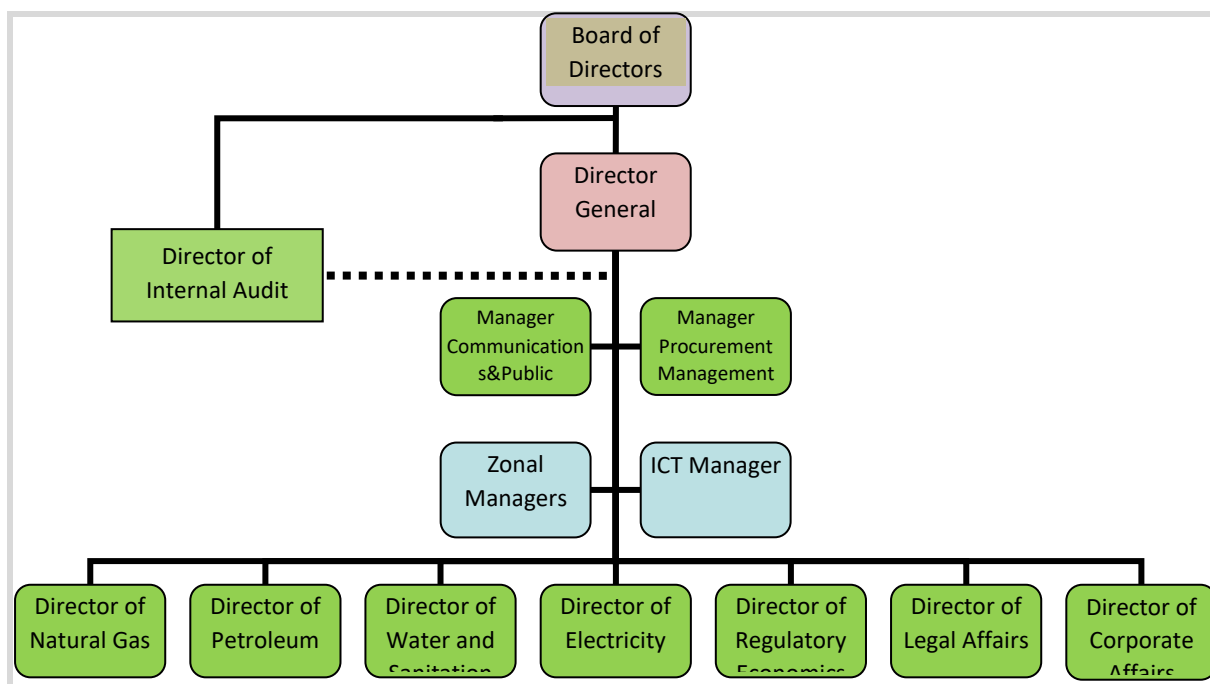


Figure 1: EWURA's Organizational Structure

3 POLICY OBJECTIVES AND PRINCIPLES

3.1 Objectives

Being a multi-sectoral public institution, EWURA interacts with many and various audiences and therefore, has developed this Policy to ensure that all communications of material information are factual, accurate, credible, and in accordance with principles of good governance. The broad aim of this Policy is to ensure a smooth and proper flow of information both within and outside the organization.

It is also the goal of this Policy to clarify on required communication procedures as stipulated by applicable laws, as well as the Authority's disclosure requirements. Furthermore, the Policy provides for obligations with respect to confidential and highly sensitive information to be observed and protected by staff as provided in the EWURA (Code of Conduct) Rules.

3.2 Policy Statement

EWURA is committed to the dissemination of quality, open, factual, accurate, credible and timely information to all internal and external stakeholders, in accordance with the values of EWURA and in compliance with the EWURA Act. All internal and external communications shall be aimed towards the achievement of EWURA's mandate and strategic vision, and in line with -- Strategic Plan.

EWURA's Communications Policy shall:-

Be consistent with and reinforce the overall mission and vision of the water and energy sectors;

Encourage various departments and units to operate in an anticipatory manner, and to create and maintain a good image of EWURA;

Require timely and truthful responses to media and public inquiries;

Require that the appropriate parties are promptly informed of and involved in handling an emerging situation, and that these responses be shared with EWURA employees, stakeholders and others, as appropriate; and

Balance the rights of individuals (within EWURA) to privacy, and the right of the public to know what is going on with a publicly funded institution.

3.3 Scope

This Policy applies to all board members, directors, managers, officers, employees and service providers of the Authority and obliges all covered persons not to disclose internal matters or developments which relate in any way to non public information to any person not affiliated with the Authority (including family members, relatives and friends) except as required in the performance of such covered person's duties and in accordance with this Policy.

3.4 Policy Strategic Goals

The Communication Policy (The Policy) is intended to: -

The communication Policy (The "**Policy**") is intended to:

Provide guidelines through which EWURA will interact within and outside the Authority, ensuring communication is open, factual, accurate, credible, and in accordance with values of EWURA and in compliance with the laws of the country;
Set out procedures governing the release of -information material about - EWURA to the general public, media, end-users and potential stakeholders, including information disclosure with respect to the privacy, confidentiality- and safeguard of national security;

Provide generic functionality through which the Communication and Public Relations Unit (CPRU) will develop criteria, protocols, guidelines and communications procedures.

3.5 Guiding Principles

EWURA recognizes that active communication with various stakeholders (internal and external) and the general public is an integral part of both its communication and corporate strategies. In order to reach its overall objectives for communication, the following guiding principles should always be adhered to: -

3.5.1 Delivering clear and consistent communications

EWURA /divisions, units and zones shall communicate as one, to EWURA's stakeholders and the general public with consistent messages on the Authority mandate. Communications to stakeholders must be clear, consistent, concise, accurate, transparent and as open as possible, considering the need to protect

EWURA's image, confidential information and privacy. The Communications and Public Relations Unit shall work with - other key stakeholders to deliver a coherent message to various stakeholders through aligned activities and programmes stipulated in the Communication Strategy. To this end, the Director General (DG) and/or the Board Chairperson shall remain the authorized individual and spokesperson of EWURA. Under normal circumstances the Manager for Communications and Public Relations will at all times remain a delegated spokesperson of the Authority.

3.5.2 Authorized Spokespersons

3.5.2.1 Spokesperson During Normal Situation

In a normal situation, where there is no crisis within the organization, a common arrangement for officials who can speak in public on behalf of the organization is as shown in **Table 2** below: -

Table 2: Spokesperson during Normal Situation

S/N	Spokesperson	Mandate
1.	Board Chairman	On issues of policy and all matters for which the Board holds EWURA management to account
2.	Director General	On all issues of policy, management and operations of EWURA in general
3.	Communications & Public Relations Manager	Delegated Spokesperson
4.	Sector Directors and Zonal managers	Delegated spokespersons on issues of operations in their areas of expertise

The person authorized to discuss the Authority's matters with the news media, community members or any other person, shall be the Chairman of the Board or the Director General (on all issues pertaining to the management and operations of EWURA. The Director General, may however, delegate such powers to the Authority's Communications and Public Relations Manager (CPRM) who is professionally competent to handle media or public communications. The CPRM shall respond to media inquiries or speak to the media after consultation with the Director General. In other words, the CPRM cannot discuss matters of the Authority without prior information to the Director General or the Chairman who must sanction such discussion. The Director General may also delegate such powers to Divisional Directors and/or Zonal Managers who, prior to performing such activities must consult Communications and Public Relations Unit.

Authority staff and other covered persons are hereby forbidden to respond, under any circumstances, to inquiries from the news media, community members or industry analysts unless specifically authorized to do so by an Authorized Spokesperson. This will help ensure consistent messages being channeled from the Authority to the various publics. Covered Persons who receive such inquiries

either directly or indirectly must refer the inquirer to the appropriate Authorized Spokesperson identified above.

3.5.2.2 Spokespersons during Crisis Situation

Where there is a crisis situation within an organization, a common arrangement for officials who can speak in public on behalf of the organization is as shown in

Table 2 below: -

Table 3: Spokespersons during Crisis Situation

S/N	Spokesperson	Mandate
1.	Manager Communications & Public Relations	First Spokesperson
2.	Director General	Second Spokesperson
3.	Board Chairman	Final Spokesperson

During crisis, the Manager for Communications and Public Relations should stand as the first spokesperson of the Authority. If matters become worse, the Director General will then take over the task of being a spokesman/ spokesperson and finally if the crisis has erupted in such a way that the Director General has not been able to contain, then the Board Chairman will become the Authority's spokesman. During crisis, at all times dissemination of information must be strictly centralized.

The reason behind this hypothesis (three stages in crisis communication) is that by starting with the MCPR, the Director General will have ample time for preparations to face the media, if the MCPR has failed or misreported; and if the same happens to the Director General, then the Board Chairman will stand to clear the situation.

The Hypothesis here is that the danger in starting with either the Board Chairman or the Director General is that, if they issue information that will not please the public, there will be no one to stand to clear the situation.

3.5.3 Practicing informal and formal communication within EWURA

EWURA's internal communication is focused on achieving its overall objectives, strengthening organizational culture, fostering active participation, building team spirit and commitment among all staff regardless their titles and positions. Communication between and amongst staff members must always be open, constructive and professional. EWURA shall maintain an open door policy to allow staff to present their ideas to management.

EWURA shall place strong emphasis on providing opportunities for employees to develop communication skills in the context of the Communication Policy and Strategy. Staff shall be encouraged and inspired to take an active role in implementing communication strategy and championing the new activities in the strategy.

3.5.4 Stakeholders feedback mechanism

EWURA shall strengthen its feedback mechanism to obtain feedback from both internal and external stakeholders. Stakeholders and public must also be frequently reminded of the importance of their feedback and encouraged to participate. All requests for information by stakeholders shall be responded timely as per EWURA's Client Service Charter. Where the information sought requires more time to deliver, an acknowledgement of the request and a firm indication of the anticipated response must be made within the stipulated time period.

3.5.4.1 Commitment to maximize use of information and communication technology

EWURA shall utilize the potential of information and communication technology to facilitate information sharing and knowledge management to support the implementation of strategic plan.

3.5.4.2 Public Statements

While EWURA staff and board members are free to express their ideas, concerns and needs, they should refrain from making public statements or opinion regarding EWURA, its regulated services and products. They should not make statements to media or contribute to blogs or publish articles on topics related to EWURA; unless such contributions and statements are approved by the Director General or through the Manager of Communications and Public Relations before publication.

3.5.4.3 Engagement of EWURA's external stakeholders

EWURA shall strive to enhance public knowledge, awareness and understanding of its regulated sectors to external stakeholders as categorized in the EWURA communication strategy. An annual or bi-annual activity calendar will be developed to bring together various stakeholders to discuss EWURA progress in delivering its services and providing inputs to its strategies.

4 EWURA'S COMMUNICATIONS & PUBLIC RELATIONS

4.1 The Role of Communications & Public Relations Unit

Communications and Public Relations (CPR) unit deals with the management of both internal and external communications. It is responsible for promotion of the Authority's activities and services. It is a bridge between the management and stakeholders. It works to ensure that there is a friendly environment for stakeholders to interact and thus pursue business with the Authority. The CPR office markets programmes that are related to the Vision and Mission of the Authority.

The Communications and Public Relations Unit shall help the management to keep in touch with various publics. The Communications and Public Relations Unit within EWURA must actively solicit both employee and consumer opinions and make management aware of the effects various decisions will have on them. The Unit should also serve as liaison to the government circles, development partners, community and work closely with partners in the locality to further the work of the Authority.

The Communications and Public Relations Unit is also responsible for community relations, Authority's publications, government and media relations, special events and support for fund raising activities.

4.2 Communication Policy Implementation and Review

This policy will be implemented, monitored and reviewed according to the institutional guidelines and it will be updated at least every three (3) years or as the need may arise.

EWURA shall monitor and review communication activities on a regular basis to ensure the intended goals are reached.

5 APPENDICES

5.1 *Appendix 1: Media Interviews- Do's and Don'ts*

In order to respond effectively to media inquiries about a given issue, EWURA's spokespersons may be guided by the following tips:

Media Interviews (Do's)

- (i) Tell the truth. Stick to the facts and do not misrepresent the facts. When in doubt, offer to find the answer or someone else who does.
- (ii) Keep answers brief and try to avoid expanding explanations beyond the question.
- (iii) Do not offer more information than has been requested.
- (iv) Whenever possible, EWURA's spokespersons should state EWURA's position in positive terms.

- (v) Release all facts as quickly as possible. Getting the whole story out early will enhance credibility.
- (vi) Use simple language rather than technical terms, and speak in short sentences. Formulate responses for the public, which is your audience.
- (vii) Be aware of the type of medium the questioner is representing. Newspaper reporters can take more time in their interviews and present more information than can reporters from radio or TV.
- (viii) Encourage a reporter's follow-up phone call for further information or clarification if a point has not been fully understood.
- (ix) Expect that information given to a reporter can be quoted and remains on the record. Avoid saying anything that EWURA would not want to see in print, or on TV, or hear on radio.
- (x) A crisis may be an opportunity to enlighten people about CPR unit's role as an essential educational arm of EWURA. This does not mean, however, that CPR has the right to evade a reporter's appropriate, direct questions. Don't be offended by his or her presence or interest in an issue.
- (xi) Be patient if questioning becomes repetitive. Just answer it again.

B. Media Interviews (Don'ts)

- (i) Never lie, mislead or cover up. The spokesperson should avoid speculation and always stick to the facts. Guessing can get EWURA into trouble.
- (ii)
- (iii) Avoid long-winded answers and explanations. Stay with the message point facts.
- (iv) Never go off the record, regardless of the relationship that EWURA may have with a reporter.
- (v) Do not repeat inflammatory or negative words suggested by a reporter. Hostile questions do not require hostile answers.
- (vi) Avoid jargon and acronyms that are not widely understood.
- (vii) Avoid "No comment" answer. It suggests that EWURA may be trying to hide something.
- (viii) Do not let reporters put words in the spokesperson's mouth. Some reporters tends to say, "So, in other words..."
- (ix) Do not let false statements or misperceptions stand. Refute them by communicating a positive message. Do not call anyone a liar.

- (x) Do not expect to review a story before publication or broadcast.
This conflicts with news gatherers' ethics and professionalism.
- (xi) Do not give a personal opinion unless the reporter understands that the spokesperson is himself, not for your colleagues or EWURA.