



THE UNITED REPUBLIC OF TANZANIA
PRIME MINISTER'S OFFICE



**NATIONAL ECONOMIC
EMPOWERMENT COUNCIL**

COMMUNICATION STRATEGY 2019

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LIST OF ABBREVIATIONS & ACRONYMS

NEEC	National Economic Empowerment Council
MEF	Mwananchi Empowerment Fund
NSGPR	National Strategy for growth and poverty reduction
MTEF	Medium Term Expenditure Frame work
ICT	Information Communication Technology
TSN	Tanzania Standard Newspaper
PF	Public feedback

EXECUTIVE SUMMARY

National Economic Empowerment Council (NEEC) set a five year Strategic Plan in which its overall goal is focusing on the current country's strategic vision as prescribed under national policies such as the National Five-Year Development Plan II 2016/17 - 2020/21 (FYDP II), which seeks to nurture industrialization for economic transformation and human development; and Tanzania Development Vision 2025 through increasing participation, ownership and management of the larger part of the economy by Tanzanians themselves.

During the review of its Strategic Plan in 2018; lessons learnt in the implementation of the previous Strategic Plan, critical issues, recent developments in the economy, and the need to empower the majority of Tanzanians to utilize available resources optimally and equitably, Strategic Plan (2018/19-2022/23) sets five strategic objectives one which includes to raise public awareness on the role of NEEC in coordinating Economic Empowerment initiatives in Tanzania.

In developing its communication strategy; NEEC recognizes that communication is not primarily about dealing with the media. It is about how NEEC communicates with its stakeholders, Ministries, Department, Agencies, Regional and Local Government Authorities, Development partners, Training and Research Institutions, Private sector, Civil Society, Media, its own staff and general public. This strategy has therefore been developed to support the organization culture in which NEEC envisioned to be a resource center for all economic empowerment information in the country. It is also aimed at developing proper communication tools for giving positive impressions about the Council to its stakeholders, partners and the general public. In order to achieve these aims; the communication strategy therefore outlines a vision for communication, key strategic objectives of communication, guiding principles, audience segmentation and communication channels etc. It is expected that this strategy will be used as a tool to foster NEEC communication efforts with its key stakeholders, partners and the public in general.

CHAPTER ONE

1.0 INTRODUCTION

The National Economic Empowerment Council was established in 2005 as a result of the enactment of National Economic Empowerment Act number 16 of 2004 and charged with the mandate to facilitate, coordinate, supervise, monitor and evaluate all economic empowerment initiatives for Tanzanian citizens as stipulated in the National Economic Empowerment Policy of 2004. NEEC operates under the Prime Minister's Office.

The Mission and Vision of NEEC stated here under.

1.1. Vision

“A large share of the economy is owned and controlled by the majority of Tanzanians.”

1.2. Mission

“To guide, facilitate and coordinate economic empowerment initiatives in Tanzania”

1.3. Core Values and Institutional Culture

In pursuit of provision of quality service delivery under this plan, NEEC shall maintain high standards of professional values and integrity. The Council will adhere to the following values:

- (a) **Accountability:** NEEC leadership, management and staff will strengthen its credibility, take responsibility for operational delivery and be fully accountable to stakeholders.
- (b) **Creativity:** Council members and staff are committing themselves to be creative during designing, planning, and implementation of empowerment interventions embedded in this strategic plan and to deliver creative solutions and output that will be highly beneficial to targeted enablers and Tanzanians who are empowered by NEEC.
- (c) **Integrity:** NEEC staff and other internal stakeholders affirm to the mandate of NEEC as a trusted leader and coordinator of country-wide empowerment, and will apply management, operational and monitoring and evaluation approaches which are ethical in line with NEEC values and will tackle any kind of intra-organizational and unethical behavior and corruption practices that may erode NEEC trust, as set out in the guiding national anticorruption legislation and guidelines.
- (d) **People Centered:** The NEEC staff will strive to provide its stakeholders with a positive customer experience in all its activities by continually improving its organizational culture in order to build trust and get stakeholder participation, support and feedback.
- (e) **Team work:** The Council will build effective and high performing teams to effectively implement set interventions and cross sectoral linkages.

- (f) **Partnership:** The Council will effectively implement set interventions through partnerships and cross sectoral linkages.
- (g) **Transparency:** The Council commits itself to serve Tanzanians in an honest and transparent manner according to the rules and regulations, and through annual stakeholder reporting.
- (h) **Result oriented:** The Council and Staff commits to focus on achieving end results and not the process in the discharge of our mandate

NEEC is mandated to coordinate, facilitate, supervise, monitor and evaluate the economic empowerment process for the participation, ownership and management of the economy by the majority of Tanzanian citizens. Other functions includes; Providing Tanzanians with opportunities to participate effectively in economic activities, encourage and promote savings, provide avenues for investment and meaningful economic participation across all economic sectors, promote and support business ventures pioneered and run by Tanzanians, and manage, administer and identify sources of grants and donations for the Mwananchi Empowerment Fund (MEF).

In the course of facilitating implementation of the National Economic Empowerment Policy, NEEC has developed and operationalized the National Multisectoral Strategic Framework for Economic Empowerment (NMSFEE) which provides a road map for multisectoral participation in implementing economic empowerment policy with the recognition of both public and private sector involvement.

NEEC has also developed a national guideline which translates how to implement the already developed framework.

It is the role of NEEC to communicate proactively, regularly and in a sustained manner to stakeholders and the beneficiaries. In recognizing that, NEEC has developed a Communication Strategy in order to provide guidance on creation of nationwide awareness and ensure participation at all levels of stakeholders for economic empowerment so as to increase local participation in owning and managing larger part of the economy.

CHAPTER TWO

2.0 ROLE OF COMMUNICATION STRATEGY

2.1. Communication Goals

Communication strategy is a vital tool which helps the Council to implement its mandate successfully. The Strategy will create a platform to capture, collect, produce, manage, brand, educating and share information that is generated within and outside the Council.

2.2. Objectives

This strategy has the following objectives;

- i. To inform and create awareness about economic empowerment initiatives to the various stakeholders and beneficiaries across the country.
- ii. To address specific identified key issues and communicate to the audiences and targeted groups through channels of information.
- iii. To specify appropriate types of information, education and communication and identify specific channels to appropriately communicate initiatives of the economic empowerment.
- iv. To create and increase awareness of economic empowerment initiatives and opportunities as part of the implementation of National Economic Empowerment Policy and its Act.
- v. To guide and mobilize community at large in tapping local content initiatives and opportunities in their localities.
- vi. To create a sense of ownership within NEEC and all stakeholders.
- vii. To increase visibility of the Council through the use of all media platforms.
- viii. To identify sources of funding and guiding resource mobilization for implementation of this strategy.
- ix. To provide framework for monitoring and evaluation of communication on of economic empowerment initiatives.

2.3 GUIDING PRINCIPLES

The following are the guiding principles of this strategy

2.3.1. Quality

NEEC is committed in producing quality, credible, well shaped content of information and Cleary communicate to all of its stakeholders.

2.3.2. Partnership

NEEC will be working with strategic partners and alliances to collect analyze and share information with its all stakeholders.

In implementing this strategy NEEC will collaborate with its partners, to establish and implement plans which increase communication outreach.

2.3.3. **Knowledge sharing and learning**

NEEC will embrace a culture of knowledge sharing and learning that sustains productive relationships, partnerships and networks. To support this, NEEC will strengthen the performance stakeholders to achieve the required objectives. Methodology of design and adapt innovative knowledge-sharing and learning practices will be used, delivery of outcomes will be supported by catalyzing knowledge sharing and learning among partners and stakeholders. Integration of information management, monitoring, evaluation and communication processes will be of necessity.

2.3.4. **Open access**

NEEC will maintain open access to information wherever possible and practicable to all stakeholders.

2.3.5. **Time**

NEEC will strive to deliver information and responds to stakeholders' queries/comments in a timely manner.

2.3.6. **Focus**

NEEC will remain attentive to the communications needs as per objectives of this strategy and will aspire to deliver the **Right message** (credible content, results and good stories) communicated in the **Right form** (approach has to be relevant and appropriate) to the **Right person** (identifying and tailoring for the target audience) using the **Right channel** (suitable and diverse range of tools and channels) being mindful of the **Right context** (take into account relevant external and internal trends) with the **Right support** (ensure required skills, knowledge and understandings).

CHAPTER THREE

3.0 SITUATIONAL ANALYSIS

STRENGTH, WEAKNESS, OPPORTUNITIES AND CHALLENGES

Strength	Weakness	Opportunities	Challenges
Provision for multi institution action for common end and effective monitoring and evaluation	The roles and responsibilities of actor are not well known to all actors	Favorable political and social environment for implementation of strategies	Change mind set of people towards employment to self income generating activities.
Presence of policy which identifies pillars for empowerment	Empowerment funds have Limited financial resources		
Presence of Policy, legal and regulatory framework on economic empowerment	Lack of Economic empowerment regulations to guide proper implementation	Availability of alternative sources of funds from different sectors	Inadequate long term financing instruments
Multisectoral approach creates room for complementarities and minimizes duplication of efforts	Lack of Effective Coordination	Capitalization on awareness created on economic empowerment	How to address the low level of skills and knowledge among Tanzanians
The PMO as the overall coordinator of Government Business	Lack of resources for effective coordination	Through collaborating with all institutions so that economic empowerment agenda receive the required attention	
Availability of economic empowerment coordinators throughout the public sector levels	The structures of coordination fairly new	Readiness of the current Government and various different stakeholders	Lack of resources needed for the properly attaining required objectives

The communication strategies developed will strengthen coordination of National Economic Empowerment Policy through integration of National Multisectoral Strategic Framework for Economic Empowerment and expand its outreach by deploying various suitable communication channels and right messages to all stakeholders.

CHAPTER FOUR

4.0 AUDIENCE SEGMENTATION

The communication strategies will bridge the gap to both primary and secondary stakeholders with suitable channel of reaching them. The channel applied to primary stakeholders will be different with secondary stakeholders due to different needs and objectives.

4.1. The primary stakeholders include;

- i. Farmers
- ii. Livestock keepers
- iii. Fisher-folk
- iv. Employees
- v. Traders
- vi. Disabled
- vii. Unemployed
- viii. Business men/women
- ix. Companies
- x. Cooperatives
- xi. Associations
- xii. Specialized Skills
- xiii. Registered groups
- xiv. Non-Governmental Organizations
- xv. Other groups of individuals in various economic activities

4.2. Secondary Stakeholders

The secondary stakeholders will be the groups of people supporting or influencing efforts of the NEEC to coordinate the implementation of the economic empowerment policy in the country.

Secondary stakeholders includes; Ministries, Department, Agencies, Regions and Local Government Authorities, Private Sector Organizations, Development Partners, Academia/ Research Institutions, Media and Civil Society etc. The suitable channels to apply for communication can be through official letters, meetings, website updates, social media networks, press conferences, press releases, NEEC publications, forums, working committee and regular meetings.

CHAPTER FIVE

5.0 THE ROLE OF NEEC SECRETARIAT

The NEEC secretariat has a role of coordinating the activities of economic empowerment in the country across various sectors of the economy. As part of its functions communication activities will provides strategic roadmap of the day to day operations and implementation of NEEC Communication Strategy. The Head of Government Communication Unit shall work together with the communication team and other staff of NEEC to provide strategic direction for the day-to-day direction and implementation of the communication strategy. Hence, the core functions will involve the following:

- 5.1.1. Linking the National Economic Empowerment Policy and its Act to inform internal staff and economic empowerment stakeholders and create awareness to enable the beneficiaries to articulate issues in their implementation of economic empowerment initiatives.
- 5.1.2. Coordinating and participating in various events such as Annual Economic Empowerment Forums, Nane Nane Exhibitions, Saba Saba Exhibitions, VICOBA day, Empowerment Funds Exhibitions etc which enable information sharing with different stakeholders and general public. The activities involved will include pre event planning, fundraising, developing information, education and communication materials. The other role is designing and distribution of materials during the event, reporting of what happened and briefing to entire NEEC stakeholders on what transpired during the events.
- 5.1.3. Coordination of promotional activities which aim to inform the general public about NEEC activities and other national level economic empowerment events.
- 5.1.4. Manage NEEC visibility and ensure effective guiding templates for NEEC branding in outdoor functions are in place to support NEEC Communication in the public.
- 5.1.5. Ensure there is a procedures and process in place to respond to media queries and provide communication support on major incidents on 24/7 basis.
- 5.1.6. Ensure effective channels and tools are in place to communicate with all stakeholders regarding ongoing plans and implementation based on regular evaluations.
- 5.1.7. Manage design, production and delivery of core publicity materials such as brochures, leaflets, fliers, guidelines books, policy booklets, banners etc. It will also coordinate the production and broadcasting of TV and Radio adverts and programs for informing the general public and stakeholders on various issues pertaining to economic empowerment.
- 5.1.8. Coordinating and scheduling the council meetings with various stakeholders where the council activities are communicated.
- 5.1.9. Prepare and issuing press releases, articles, reports and relevant documents to stakeholders on matters related to economic empowerment.

- 5.1.10. Conduct monitoring of media for topics related to economic empowerment by collecting newspapers and assess information in the print media on the news items that are of concern to NEEC.

5.2. Channels of Communication

- 5.2.1. Broadcast Media: NEEC will use radio and televisions stations across the country to reach a wider population in educating and sensitizing about economic empowerment initiatives and opportunities. Radio particularly community radio reaches a larger section of population in the country. It is one of the best ways to gain the attention of decision-makers and public at local government and village level. Hence, NEEC will use this approach as an efficient way to reach different target audiences and encourage debate on various issues regarding economic empowerment activities.
- 5.2.2. Information briefing: These provide analysis of various events that are done by the NEEC Secretariat. Due to the advancement of ICT most of the people prefer reading these briefs online than receiving print outs. In order for these briefs to be accessed more widely, NEEC shall share them in its website and social media platforms.
- 5.2.3. NEEC Website: NEEC website shall be used to share with the general public information about the Council activities and programs. NEEC needs to continue using its websites to capture the attention of majority of population inside and outside the country. The use of website will continue to be taken seriously as an alternative source of information for those who can access it.
- 5.2.4. Social Media: NEEC shall use its face book, twitter accounts, instagram and You Tube platforms to communicate with its audiences. The update of information needs to be shared to increase visibility of the Council. NEEC shall continue to use social media platforms to increase the traffic on its website by posting news from the print and electronic media to the social media platforms. This will help to get feedback from people on various economic empowerment issues posted on the website.
- 5.2.5. Publications: NEEC shall produce more publications and disseminate to the relevant audiences and shall seek feedback on how the publications were received. Successful stories and animated reports will be published and widely distributed to make it easy for people to read and understand about various economic empowerment initiatives carried out across economic sectors in the economy. The Communication Unit will distributes those publications such as brochures, fliers, newsletter, various reports to the Ministries, Departments, Agencies, Regional and Local Government Authorities, Development Partners, Private Sector organizations, Colleges and Universities in order to impact the knowledge of economic empowerment from the lower level.
- 5.2.6. Press Releases: NEEC will use the press release to release important information by organizing press conferences or distributing press releases to the various media houses.

- 5.2.7. Attending conferences, seminars and workshops: Attending the external events will help NEEC to publicize itself through presentations and exhibitions by communicating various activities and programs.
- 5.2.8. National Events: NEEC participates in different national exhibition events such as Nane Nane, Saba Saba. Also NEEC coordinates various exhibitions such as Empowerment Funds, Annual Empowerment Forums. These are very useful platforms for communication and promotion of Council activities.
- 5.2.9. Short Messaging Service (SMS) - NEEC will look into a possibility of using bulk SMS services in its various campaigns as they can be valuable in encouraging feedback from its target audiences. It is relatively cheap to send bulk SMS messages, text message enabled number can be put alongside our telephone number and email address in our publications for audience feedback.

CHAPTER SIX

6.0 MONITORING AND EVALUATION

To show progress against this specific strategy we need to track performance against indicators that show how good our key stakeholders think the Council is at communicating.

It is recommended that evaluation of the communication strategy to be carried out in line with the NEEC Strategic Plan evaluation for effective and efficiency of resources. Evaluating communications along the way can help to stay on course and reach the target.

6.1. Media monitoring for topics of concern to the NEEC

NEEC collects newspapers and monitor information in the print and electronic media on news items that are of concern to the NEEC. In Tanzania we have 27 TV stations, 116 Radio stations, 13 Dairy Newspapers, 62 weekly newspapers and 819 magazines. With this number some private companies hired special services of a media monitoring company to furnish with documentation, analysis, or copies of media content of interest.

However the special service is expensive for the Council to afford. To overcome this, the Unit will monitor news on economic empowerment in collaboration with other NEEC employees. Communication unit will need and regard as a source of news from NEEC staffs on all issues of economic empowerment.

6.2. Service delivery survey

NEEC will conduct stakeholder's survey, in order to evaluate how stakeholders response to our messages, achievement of programs, coordination, meetings, communication plan, deliverance of service, recognition and awareness. Questionnaires will be developed and made available at NEEC offices and distributed in various events including Annual Empowerment Forums and Empowerment Funds Exhibitions.

6.3. Interviews

NEEC will interview stakeholders by selecting a handful of key stakeholders who will represent the base of audience to receive better insight on how people are responding to NEEC communication activities. This will help NEEC to evaluate achievement of its communication activity.

6.4. Suggestion box

NEEC has been using suggestion box, a mechanism which support NEEC to get feedback from customers on the service offered by NEEC. This tool has been useful for NEEC to rate its service to the customers. Feedback from our customers will help foster our relationship with them and to ensure that our services are of quality standards, effective and useful. The box will be opened every week and customers' feedback reports will be forwarded to the Executive Secretary for action.

6.5. Operationalization of Client service Charter

This entails NEEC commitment on how best to serve a client. The charter will help to evaluate internal and external customers from time to time for improvement of service delivery. It is expected that, NEEC's esteemed customers will cooperate by demanding services in accordance with commitments indicated in the charter and provide feedback on services offered to them.

6.6. Focus Groups

NEEC will use focus groups to test new messages or have a directed group discussions in a particular activity. During events planning or early implementation of activities, focus groups will be used to gather stakeholder's inputs on better approach to communicate.

6.7. Quantitative Data Collection

Websites, blogs and other social networks allows NEEC to collect useful data. For instance, on its website, NEEC can track a number of daily or monthly visitors and page views. For social networks i.e Facebook, WhatsApp, Instagram, NEEC tracks number of subscribers and number of comments left by visitors. This will help NEEC to know if the number of readers is growing or whether the number of comments is rising.

6.8. Annual staff survey

The annual survey will help to engage staff by understanding challenges encountered towards best performance and better ways of overcome those challenges so as to enhance better working environment for employees. This will help increase commitment, team work and professionalism.

6.9. Reviewing Communication plans

Communication will be monitored ongoing basis and evaluated at the end of every financial year. This will help NEEC to review communication process, improves the effectiveness of communications, engage with audience, reviewing strategies and tactics and locate resource wisely.

Key performance indicators will include

- i. Increased NEEC reach, awareness and recognition
- ii. Changes in target audiences knowledge, perceptions or attitudes
- iii. Extended reach through integration into partner's Communications Plans
- iv. Achievement of activities included in the communication plans
- v. Meeting communication plan objectives

CHAPTER SEVEN

7.0 RISK MANAGEMENT

Managing risk is increasingly central to the business of Government. An essential part of this is risk in communication. Communication in terms of openness and transparency, understanding and engaging stakeholders, as well as providing balanced information to allow the public make decisions on various information supplied through different channels of communication.

Management of risks involves everyone in the organization such as council members, staffs, volunteers, stakeholders, clients, visitors and anyone who comes into contact with NEEC.

Spokespersons for the Council should be identified and authorization to be clearly known to avoid communication crisis and create uniformity in communicating with the public in all matters relating to the council. Executive Secretary who is the Accounting Officer of NEEC is the principal spokes person of the Council about day to day operations. Head of Communication Unit with the permission of Accounting Officer manages the entire communications of the Council in all internal and external events.

Managing risk is a two-way process whereby communication with the public can also help the Unit to handle risk more effectively. It can help to prevent crisis from developing. It can lead to better decisions about how to handle risks. It can help ensure smooth implementation of policies to tackle available risks. It can help to empower and reassure the public over time and can help to build trust to the Government and in the information it provides.

NEEC Risk register framework will be used to mitigate some possible risk in the implementation of communication strategy.

CHAPTER EIGHT

8.0 CAPACITY DEVELOPMENT

The primary responsibility of this strategy rests with the NEEC Management while implementation of the strategy will be under Communication Unit.

In achieving the goals of this communication strategy, needs to have strong communication unit with the following qualifications.

8.1. Media Management

The communication unit shall work hand in hand with media houses for publicity, so as to ensure effective performance of the communication strategy. The communication unit will prepare and distribute press releases, develop programs, organize press conferences, making presentation, news briefing, writing reports, develop and distribute information, education and communication materials deemed fit for Council publicity.

8.2. Knowledgeable on Media products and services

The uses of professional digital cameras, editing programs, video and radio documentaries and pictures taking are supposed to be part of the skills found in communication unit.

8.3. Manage information

The Communication unit shall be able to manage information from both inside and outside the Council. They should be knowledgeable to filter information for the benefit of the Council. Not each and every information needs to be publicized.

8.4. Decision-Making

A team needs to be quickly in decision-making and react to all communication crisis situations especially those information that are harmful to the Council and may tarnish its image.

8.5. Efficient Use of Ideas

Brainstorming is one way of coming up with the solution to a problem. An effective team will be able to gather information from each member and formulate constructive information into a response.

8.6. Website designing

This is another tool needs to be seen in the communication unit as effective communication platform which enables the organization to promote itself and interact with the general public. In order to make the website efficient, communication unit in collaboration with ICT Unit is responsible on the designing and layout, regular updating information, uploading events pictures and putting some news bullets that may increase visibility.

8.7. Networking ability

The Council intends to expand its network by having new partners to support various initiatives of economic empowerment process in the Country. So the Communication Unit needs to have knowledgeable staff on networking to expand the council partners outreach.

8.8. Presentation skills

Usually the Communication unit speaks on the behalf of the Council as they are responsible on organizing press conferences, preparing speeches, managing various events etc. So the Unit needs to have qualified staffs with strong communication skills.

CHAPTER NINE

9.0 ACTION PLAN

Communication Objectives	Activities	Indicators
To enlighten the public about National Economic Empowerment Policy and its Act through the use of innovative, relevant and appropriate communication tools and processes.	<ul style="list-style-type: none"> i. Develop NEEC Communication Strategy ii. Conduct sensitization meetings iii. Capacity building to communication officers to deliver successful communication objectives. iv. NEEC website updated on regular basis 	<ul style="list-style-type: none"> i. NEEC Communication Strategy developed. ii. Number of meetings/forums conducted. iii. Number of training attended. iv. News and events updated in the website
To establish greater NEEC visibility to enhance its public image	<ul style="list-style-type: none"> i. Facilitate participation of NEEC Media activities. ii. Develop, design and distribute information, education and communication materials such as brochures, fliers, posters, publications etc 	<ul style="list-style-type: none"> i. # of print and electronic media facilitated. ii. #of documentary produced. iii. # of brochures, fliers, banners, publications and posters produced and distributed.
To promote and publicize economic empowerment opportunities and initiatives across the country.	<ul style="list-style-type: none"> iii. To conduct public awareness about economic empowerment opportunities and initiatives through TV and Radio. iv. To support coordination of promotional events such as Annual Empowerment Forum, Empowerment Funds Exhibition and VICOBA Day and other events to ensure NEEC visibility is achieved and maintained 	<ul style="list-style-type: none"> i. TV and Radio program developed and run. ii. Number of events coordinated and attended. iii. # of features and articles published. iv. # of TVs and Radio programs broadcasted. v. # of visitors attended. vi. Press cuttings
To inform and engage for comprehensive feedback on how NEEC is realizing its objectives towards coordinating economic empowerment process in the country.	<ul style="list-style-type: none"> i. Operationalization of client service charter. ii. To conduct stakeholders survey to gather feedbacks on services provided by NEEC to its customers iii. Using website and social media platforms (twitter, facebook, instagram and YouTube) to gather inputs and comments from stakeholders. 	<ul style="list-style-type: none"> i. Client service charter available in the office. ii. Conduct stakeholders survey semi annually through evaluations in the meetings/ forums. iii. Annual report on stakeholders' feedback produced and shared in the website.

CHAPTER TEN

10.0 RESOURCES AND BUDGET

10.1 Resources

The resources necessary to execute the Communication Strategy for NEEC may differ from year to year due to the basis of the communication challenges and opportunities involved. At the moment, a total of Tshs 150,000,000 for Advocacy and Publicity activities are allocated for the financial year 2017/18. But the expected budget for the implementation of communication strategy of 2017 to 2022 will be Tshs 600,000,000.

10.2 TIMEFRAME

The strategy shall reflect the NEEC Strategic Plan and implemented as per the government financial year calendar.



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