


**TANZANIA CIVIL AVIATION AUTHORITY**



**ISO 9001:2015 Certified**


**COMMUNICATION STRATEGY**

**(2020/21 – 2025/26)**


	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p><b>Document</b> TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;"><b>Title: Communication Strategy</b></p>	<p style="text-align: right;"><b>Page 1 of 31</b></p>

### Abbreviations

AFICAD:	Africa Central AIS Database
ATOs:	Aviation Training Organizations
AMOs:	Aircraft Maintenance Organizations
ANSP:	Air Navigation Service Provider
CPRU:	Communication & Public Relations Unit
CPRM:	Communication & Public Relations Manager
CASSOA:	Civil Aviation Safety and Security Oversight Agency
CSR:	Corporate Social Services
CDs:	Compact Discs
CEO:	Chief Executive Officer
DG:	Director General
DCS:	Director of Corporate Services
EAC:	East African Community
EASA:	East Africa School of Aviation
EMT:	Executive Management Team
ERMS:	Enterprise Resources Management Suite
FAQs:	Frequently Asked Questions
FAA:	Federal Aviation Administration
FM:	Frequency Modulation
GePG:	Government electronic Payment Gateway
GMS:	Government Mailing System
GCUs:	Government Communication Units
HoD:	Head of Directorate
HR:	Human Resource
IATA:	International Air Transport Association


	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p><b>Document</b> TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;"><b>Title: Communication Strategy</b></p>	<p style="text-align: right;"><b>Page 2 of 31</b></p>

ICAO:	International Civil Aviation Organization
ICAD:	International Civil Aviation Day
ICT:	Information & Communication Technology
IET:	Institute of Engineers of Tanzania
ISO:	International Organization of Standardization
LGA's:	Local Government Authorities
MDA's:	Ministries, Independent departments, and Executive agencies
MET	Meteorology
PLANREP:	Planning & Reporting System
PRO:	Public Relations Officer
PSSF:	Public Service Social Security Fund
RSs	Regional Secretariats
SADC:	Southern African Development Community
SARPs:	Standards and Recommended Practices
SWOC:	Strength, Weakness, Opportunities & Challenges
SMS:	Short Message Services
TAA:	Tanzania Aviation Authority
TCAA:	Tanzania Civil Aviation Authority
TANePS:	Tanzanian National e-Procurement System
TMA:	Tanzania Meteorological Agency
TV:	Television
TZS:	Tanzanian Shilling
URIs:	Uniform Resource Identifiers
USSD:	Unstructured Supplementary Service Data
WMC:	Website Management Committee


	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 3 of 31</p>

### Table of Contents


EXECUTIVE SUMMARY .....	7
INTRODUCTION .....	9
Background information.....	9
Role of Communication Strategy .....	9
COMMUNICATION STRATEGY RATIONALE, CHALLENGES & GAPS.....	9
Rationale Statement .....	9
Communication Challenges.....	10
Communication Gaps .....	10
SITUATIONAL ANALYSIS.....	12
Strengths .....	12
Weaknesses .....	12
Opportunities .....	13
Challenges.....	13
CONCEPTUAL FRAMEWORK .....	14
COMMUNICATION OBJECTIVES .....	14
Broad Objectives .....	14
Specific Objectives .....	15
Targets .....	15
TCAA STAKEHOLDERS' ANALYSIS.....	17
Students and pupils.....	18
COMMUNICATION CHANNELS .....	20
Broadcast Media.....	20
Information briefing.....	21
TCAA Website .....	21
Social Media .....	21

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p><b>Document</b> TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;"><b>Title: Communication Strategy</b></p>	<p style="text-align: right;"><b>Page 4 of 31</b></p>


Publications & Advertising .....	21
Press Releases .....	22
Attending National Events, conferences, seminars, and workshops .....	22
Other Publicity Material .....	23
Publicity .....	23
Features/documentaries .....	23
Corporate Identity .....	23
Authority Logo and Color Code .....	24
MESSAGES .....	31
COMMUNICATION PLAN RESOURCES AND BUDGET .....	37
WEBSITE MANAGEMENT GUIDELINES .....	66
PURPOSE .....	66
OBJECTIVES .....	66
ROLES AND RESPONSIBILITIES .....	67
Content Management & Ownership.....	67
Website Coordinator .....	67
TCAA Website Management Committee (WMC).....	68
Heads of Directorates (HoD) .....	69
Content Authors.....	69
Contents Workflow .....	69
FUNCTIONAL PART .....	70
General Layout .....	70
Top menus.....	71
Website Banner .....	72
Main Menu.....	72
Website Content .....	72
Content Management System .....	73

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p><b>Document</b> TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;"><b>Title: Communication Strategy</b></p>	<p style="text-align: right;"><b>Page 5 of 31</b></p>

Global Footer.....	73
Related Links.....	73
Quick Links.....	73
Site Map.....	74
NON-FUNCTIONAL PART.....	75
Legal Issues.....	75
Performance.....	75
Scalability.....	75
Compatibility.....	76
Effective Date.....	77
CRISIS COMMUNICATION PLAN.....	77
SCOPE OF CRISIS COMMUNICATION PLAN.....	78
OBJECTIVE OF THE CRISIS COMMUNICATION PLAN.....	78
CRISIS COMMUNICATION PLAN PROCEDURES.....	78
Convening the Crisis Communications Team.....	78
Composition of Crisis Communications Team.....	79
Director General (Chairperson).....	79
Executive Management Team members.....	79
Communication & Public Relations Manager.....	79
Legal Officer.....	79
Others as needed.....	79
RESPONSE PLAN DURING CRISIS.....	79
MEDIA REATIONS DURING CRISIS.....	81
CRISIS COMMUNICATION TEAM MEETING AGENDA.....	82
EMERGENCY COMMUNICATION TEAM MEMBER CONTACT LIST.....	83
SPOKESPERSON GUIDELINES FOR COMMUNICATING WITH THE MEDIA.....	83
MEDIA RELATIONS DO AND DON'T DURING CRISIS.....	84

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: center;">Revision: 0</p>
<p><b>Document</b> TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;"><b>Title: Communication Strategy</b></p>	<p style="text-align: center;"><b>Page 6 of 31</b></p>

ANTICIPATED MEDIA INQUIRIES DURING CRISIS .....	85
EVALUATION AFTER CRISIS SITUATION .....	86
MONITORING AND EVALUATION .....	86
Media monitoring for topics of concern to the TCAA .....	87
Service delivery survey.....	88
Interviews .....	88
Suggestion box (Electronic and Manual) .....	89
Operationalization of Client service Charter .....	89
Focus Groups .....	89
Quantitative Data Collection .....	89
Reviewing Communication plans.....	90
Key performance indicators will includes: - .....	90
RISK MANAGEMENT .....	90
CAPACITY DEVELOPMENT.....	92
APPENDICES .....	94


	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 7 of 31</p>

## EXECUTIVE SUMMARY


This Communication Strategy covers the financial years between 2021/22 to 2025/26. It covers the communication tasks to be accomplished during this fourth Five-Year Strategic Plan (2021/22 – 2025/26). Thus, the communication plan becomes effective from 1 July 2021.

This Strategy comprises of 14 chapters which can be summarized as follows:

**Chapter 1** introduces the communication strategy plan with background information about TCAA as well as roles of communication strategy; **Chapter 2** is a rationale statement to justify the need for TCAA communication strategy whereas; **Chapter 3** presents the situational analysis presented in terms of strength, weaknesses, challenges and opportunities; **Chapter 4** is the theoretical framework within which the plan was developed followed by; **Chapter 5** which identifies the communication objectives and corresponding targets for TCAA; **Chapter 6** gives the stakeholders' audience analysis, their interest in the Authority and their influence on policy or resources needed to manage the communication channels towards them; **Chapter 7** identifies communication channels, tools and mechanisms that carry what the Authority want to say to whom it wants to say it and **chapter 8** presents key communication messages; **Chapter 9** presents the communication plan and resources necessary to execute the Strategy followed by **Chapter 10** that describes the Authority website as a tool for communication with stakeholders; Then in **Chapter 11** Crisis Communications Plan outlines the roles, responsibilities and procedures that will guide the Authority in promptly sharing information with all of TCAA's audiences during an emergency or crisis while in **Chapter 12** the Authority stipulates how to conduct monitoring and evaluation of the communication activities. Further, **Chapter 13** speaks about the Strategy's risk management and finally **Chapter 14** that shows the capacity of the communication unit team implementing the Authority's Strategic plan.

	<p>TANZANIA CIVIL AVIATION AUTHORITY</p> <p>PUBLIC INFORMATION</p>	<p>Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p>Title: <b>Communication Strategy</b></p>	<p>Page 8 of 31</p>

The two tables are in chapter eight and nine; Table 1 describes key communication messages for identified audiences, while Table 2 provides the detailed plan of when, how, and what will be implemented in the communication plan.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 9 of 31</p>

## 1.0 INTRODUCTION

### 1.1 Background information

Tanzania Civil Aviation Authority (TCAA), was established under the Civil Aviation Act, Chapter 80 with a purpose to regulate Aviation Industry. The Act mandates the Authority to provide Safety, Security and Economic Oversight of the Civil Aviation Industry in Tanzania and provision of Air Navigation Services. The regulated services fall under three (03) categories, that is: air transport services, aeronautical airport services (airside airport operations, ground handling, in-flight catering and aviation fueling) and air navigation services.

### 1.2 Role of Communication Strategy

#### 1.2.1 Goals:

Communication strategy is a vital tool which helps the Authority 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 Authority.

## 2.0 COMMUNICATION STRATEGY RATIONALE, CHALLENGES & GAPS

### 2.1 Rationale Statement

This communication strategy is necessitated by the need for TCAA to communicate effectively with its stakeholders and meet its core organizational objectives. Mostly important, this communication strategy is necessitated by the growth of civil aviation industry and complexity of civil aviation services.

The Authority has been implementing its communication strategy between 2013/14-2017/18. In the process of reviewing it, the Authority did an assessment on the achievement of the implementation of the previous strategy and noted, the Authority

<p>This is a controlled document</p>	<p>Issued on: 4<sup>th</sup> April 2022</p>
--------------------------------------	---


	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 10 of 31</p>

image and reputation has remained positive among its key stakeholders. Similarly, the Authority has maintained a favorable working relationship with its key stakeholders including the media.

## 2.2 Communication Challenges

The following challenges were noted:


- a. General lack of understanding of the TCAA mandate and objective among the general public,
- b. Inaccurate reporting by some media on TCAA activities,
- c. Unfavorable perceptions of some decisions by TCAA,
- d. Low visibility of TCAA in the media in Tanzania,
- e. Weak sharing of information with internal stakeholders.

## 2.3 Communication Gaps

Similarly, the service delivery survey conducted in 2018 established the following gaps:

- a. Weak branding,
- b. Low stakeholder engagement,
- c. Unfriendly accessibility of the Authority's website and emails,
- d. Unfavorable accessibility of the Authority's statistical information.

This situation necessitated a call for intervention to improve public awareness on TCAA activities. It is from this background that the communication strategy of 2013/14-2017/18 has been reviewed and updated. A critical look of the above-mentioned challenges entails that, there is need to enhance public sensitization on mandate, functions, and achievements of TCAA among stakeholders.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p><b>Document</b> TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;"><b>Title: Communication Strategy</b></p>	<p style="text-align: right;"><b>Page 11 of 31</b></p>

TCAA shall maintain an up-to-date communication strategy in order to:


- i. Help TCAA achieve its overall organizational objectives,
- ii. Engage TCAA effectively with its stakeholders,
- iii. Demonstrate the success of TCAA,
- iv. Ensure people understand what TCAA does,
- v. Change behavior and perceptions towards TCAA, where necessary.

This new communication strategy therefore takes onboard the key strengths, weaknesses, opportunities, challenges and gaps highlighted in the background and present a strategic intervention necessary to address them. It also intends to build on experience and relationship that have already been established during implementation of the previous strategy.

This strategy will enable TCAA to effectively communicate its services and receive feedback from stakeholders. This document therefore serves as a tool for implementing strategic communication activities for TCAA and as a funding request for the communication tasks to be accomplished during this fourth Five-Year Strategic Plan (2021/22 – 2025/26).

While reviewing this communication strategy, consideration has to be taken to make sure that it fits in well with the Five-Year Strategic Plan which covers the 2021/22 to 2025/26 Financial Years, particularly:

- i. The Mission, vision, motto and core value statements,
- ii. The Communication environment and challenges facing TCAA,
  - i. Stakeholders' expectations, and
  - ii. The Authority's strategic Objectives.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 12 of 31</p>

## 2.4 SITUATIONAL ANALYSIS


The situational analysis was conducted using the SWOC Analysis Method in order to identify the Strength, Weaknesses, Opportunities and Challenge (SWOC) of TCAA with regards to the communication activities and their role in enabling TCAA achieve its core objectives.

### 2.4.1 Strengths

- a) TCAA is an autonomous, legally established corporate with its clear mission, vision, values and mandate;
- b) TCAA has a communication strategy and policy;
- c) Existence of knowledge and experience on communication strategy;
- d) TCAA top management is supportive to the communication unit;
- e) TCAA has communication office accommodation and working tools (computers, camera, internet, printers, scanner, telephones);
- f) Existence of sub vote (Budget) for communication activities;
- g) Presence of TCAA website and social media outlets;
- h) Presence of TCAA Newsletter;
- i) Capacity building and exposure for staff;
- j) Periodical customers satisfaction survey;
- k) Existence of quality management system;
- l) Good collaboration with stakeholders;
- m) Growing positive perception by customers within and outside the country;
- n) Presence of TCAA calendars of events; and
- o) Staff cultural changes and customer service program.

### 2.4.2 Weaknesses

- a) Inadequate public awareness on TCAA mandate and objectives;
- b) Lack of specialized journalists on civil aviation sector;
- c) Inadequate technical personnel in the communication unit at TCAA,
- d) Inadequate internal communication flow,
- e) Limited follow-up and execution of communication priorities and activities due to inadequate finance,
- f) Ineffective communication activities monitoring and evaluation system,
- g) Insufficient advanced communication equipment,

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p><b>Document</b> TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;"><b>Title: Communication Strategy</b></p>	<p style="text-align: right;"><b>Page 13 of 31</b></p>


- h) Untimely information sharing with community and general public,
- i) Insufficient budget allocation for communication unit,
- j) Lack of reliable transport for communication activities,
- k) Communication activities continue to be viewed as a cost rather than a tool to enhance delivery,
- l) Lack of communication plan in case of crisis and emergencies.

#### 2.4.3 Opportunities

- a) Good media relations;
- b) Diverse presence of communication channels including social media, FM stations, community radio, TV stations, print and other traditional means;
- c) Availability of qualified/ skilled labor from the market;
- d) Presence of supportive government policies, legislation and national framework guidelines and strategies,
- e) The technological advancement and professionalism of communication industry in the country,
- f) Growth of aviation industry due to the liberalization of economy, tourism sector, conducive investment and regionalization,
- g) International and regional integration initiative,
- h) Political will and support,
- i) Existence of formal and informal forum that can be improved
- j) to enhance communication.

#### 2.4.4 Challenges

- a) Expensive media costs on Radio, Television & Newspaper;
- b) Keeping pace with advanced technology in service delivery and communication,
- c) Resistance of voluntary compliance to legal requirements,
- d) Unfavorable public perception regarding some of the TCAA decisions,
- e) Global economic crisis that might negatively impact the growth of the aviation industry,
- f) Lack of enough technical personnel in the local labor market,
- g) Uncoordinated communication with key targeted stakeholders,
- h) Inaccurate media reporting of the TCAA activities.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 14 of 31</p>

### 3.0 CONCEPTUAL FRAMEWORK

For the Authority's communication effectiveness, it has been aligned with communication strategy to manage the aviation industry diverse stakeholders by becoming responsive to all of through determining which elements of the overall strategy should be communicated to each stakeholder. The Authority has employed a coherent communication strategy by breaking the communication strategy into five components that will give the right communication to the right audience as follows:


1. **Objectives:** it requires a corporation to **think** carefully about its **objectives** for each specific communication
2. **Audiences:** it requires a corporation to determine which stakeholders are critical to meeting the objectives
3. **Messages:** it requires a corporation to **understand** what kinds of **messages** to deliver to stakeholders
4. **Channels:** it requires a corporation to **choose** the most effective **channels** to deliver the messages
5. **Evaluation:** it requires a corporation to **evaluate** the implementation of strategy in general to determine the overall **success** of a communication. So it is within this conceptual framework that the Authority's communication strategy will be reviewed.

### 4.0 COMMUNICATION OBJECTIVES

This five-year communication strategy is designed to achieve the following objectives:

#### 4.1 Broad Objectives

- a) The overall objective of this communication strategy is to promote safety, security, and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements;

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p><b>Document</b> TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;"><b>Title: Communication Strategy</b></p>	<p style="text-align: right;"><b>Page 15 of 31</b></p>


- b) To inform and create awareness about TCAA initiatives to the various aviation stakeholders and beneficiaries across the country;
- c) To address specific identified key issues and communicate to the audiences and targeted groups through information and communication channels;
- d) To specify appropriate types of information, education and communication and identify specific channels to appropriately communicate the Authority's initiatives;
- e) To guide and mobilize community at large in tapping local content initiatives and opportunities in their localities;
- f) To create a sense of ownership within TCAA and all stakeholders;
- g) To increase visibility of the Authority using all media platforms;
- h) To identify sources of funding and guiding resource mobilization for implementation of this strategy.
- i) To provide framework for monitoring and evaluation of communication on TCAA's initiatives.

#### 4.2 Specific Objectives


- a) To increase stakeholders and general public awareness on TCAA functions;
- b) To sensitize civil aviation operators on voluntary compliance to requirements on The Civil Aviation Act Cap 80 (R.E. 2006) and its Regulations; and
- c) To improve customer services

#### 4.3 Targets

SN	Specific Objectives	Targets
	To increase stakeholders	i) Mechanism for dissemination and sharing of

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p><b>Document</b> TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;"><b>Title: Communication Strategy</b></p>	<p style="text-align: right;"><b>Page 16 of 31</b></p>

	<p>and general public awareness on TCAA functions.</p>	<p>information to stakeholders established by June 2026.</p> <p><b>ii)</b> 60% of the general public to be aware of TCAA roles, functions and achievements by June 2026.</p>
	<p>To sensitize civil aviation operators on voluntary compliance to requirement of The Civil Aviation Acts Cap 80 (R.E. 2006) and its Regulations.</p>	<p><b>iii)</b> 90 % of the civil aviation operators to be aware of TCAA Acts Cap 80(R.E 2006) and regulations by June 2026.</p>
	<p>To improve customer services.</p>	<p><b>iv)</b> 100 % of TCAA staff sensitized on customer care and strategic communication by June 2026.</p> <p><b>v)</b> Client service charter developed, implemented, and monitored by June 2026.</p> <p><b>vi)</b> Customer Complaint Handling System developed and implemented for use by June 2026.</p> <p><b>vii)</b> Initiate use of Hotline and short code numbers for bulk short messaging services (SMS) to improve stakeholders' communication, to send reminders and follow up on various issues on the service rendered, sensitize feedback and comments from stakeholders by June 2026</p> <p><b>vii)</b> Service delivery survey to be conducted by June 2026.</p> <p><b>viii)</b> Stakeholder's feedback strengthened by June 2026.</p>


	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p><b>Document</b> TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;"><b>Title: Communication Strategy</b></p>	<p style="text-align: right;"><b>Page 17 of 31</b></p>

This Communication strategy is organizationally driven rather than communication driven. It means, communication activities are not an end in themselves, but aligned with organizational objectives closely reflecting the overall organizational plan in such a way that communication objectives are seen contributing to the achievement of the overall objectives of an organization. Therefore, this section suggests how communication can help deliver the Authority's overall vision and core aims and objectives.

## 5.0 TCAA STAKEHOLDERS' ANALYSIS

Understanding of stakeholders is important in every program or strategy to be implemented by the organization. Equally, understanding audience is a critical step towards effective and efficient TCAA's strategic communications. This will allow it to precisely deliver right messages to the right people. TCAA stakeholders are categorized as follows:

- i. The general public;
- ii. Staff,
- iii. Licensed personnel (pilots, aircraft maintenance engineers, cabin crews, air traffic controllers, flight dispatchers, aviation medical doctors),
- iv. Air operator,
- v. MDA's and LGA's (TAA, TMA, Ministry of Works, Transport and Communication, Ministry of Defense, Ministry of Foreign Affairs, Ministry of Home Affairs, Ministry of Finance, Ministry of Constitution and Legal Affairs),
- vi. Approved Training Organizations,
- vii. Aircraft Maintenance Organizations,
- viii. Air navigation service providers,
- ix. Ground handlers,

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p><b>Document</b> TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;"><b>Title: Communication Strategy</b></p>	<p style="text-align: right;"><b>Page 18 of 31</b></p>


- x. International organizations: e.g., ICAO (International Civil Aviation Organization), CASSOA (Civil Aviation Safety and Security Oversight Agency), IATA (International Air Transport Association), IET (Institute of Engineers of Tanzania), ISO (international Organization of Standardization), AFICAD (Africa Central AIS Database) and partner states in the EAC, SADC, FAA and EASA (e.g., Rwanda, Burundi),
- xi. Service providers: e.g., suppliers of goods and services, cleaners, travel agencies and security,
- xii. Politicians and influential leaders,
- xiii. Media,
- xiv. Board members,
- xv. Air passengers,

### 5.1 Students and pupils.

However, Authority's audiences have been categorized into different categories and identifies the ones which the Authority should be spending most of the time and efforts to communicate with.

The mapping method was used to analyze the audiences using two criteria: their interest in the Authority (x-axis) and their influence on policy or resources (y-axis).

↑	<p><b><u>2. KEEP SATISFIED</u></b></p> <p>Service users Service providers</p>	<p><b><u>1. KEY PLAYERS</u></b></p> <p>Operators Staff</p>
	<p><b><u>4. MONITOR</u></b></p>	<p><b><u>3. KEEP INFORMED</u></b></p>

	<p>TANZANIA CIVIL AVIATION AUTHORITY</p> <p>PUBLIC INFORMATION</p>	<p>Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p>Title: Communication Strategy</p>	<p>Page 19 of 31</p>




From the diagram above, the audiences of the Authority were prioritized in correspondence to the four quadrants in the diagram above as follows:

**Quadrant 1:** consists of the priority number one audiences (key players), the ones the Authority should be spending the most time communicating with. These are: operators and staff.

**Quadrant 2:** consists of priority number two audiences, the ones the Authority should keep satisfied. These are: service users and service providers.

**Quadrant 3:** consists of priority number three audiences, the ones the Authority should keep informed. They include the government, the media and international organizations

**Quadrant 4:** consists of priority number four audiences, the ones the Authority should monitor, mainly the public.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 20 of 31</p>


## 6.0 COMMUNICATION CHANNELS

This section identifies vehicles, tools and mechanisms that carry what the Authority want to say to whom it wants to say it. The identified tools are the most appropriate to communicate the key messages to the target audiences. The identified tools are also in line with Authority's Public Information Policy.

The Authority will use **internal communication** tools such as interactive meetings, notice boards, letters, and office documents. Also, **external communication** means and tools such as: Mass media (magazines, newspapers, TV stations, Radio stations); News articles or news bulletins, features and documentaries, press releases and news conferences; and advertisements will be in use to implement communication strategy. Others means in use are publicity materials (such as annual reports, brochures, calendars, diaries, stickers, t-shirts, caps, souvenirs, bulletins & booklets); business cards and Internet and social media (website, blogs, e-newsletter, twitter, Facebook, Instagram, LinkedIn and other forums), conferences, seminars, workshops, meetings, traditional dances, drama, songs, corporate social responsibility, outdoor adverts, cartoons, trainings, essay competitions, outreach campaigns and exhibitions will be in use depending on the message and the Authority's stakeholders target group.

### 6.1 Broadcast Media

The Authority will use newspapers, radio and televisions stations across the country to reach a wider population in educating and sensitizing about Civil Aviation Regulatory Functions Roles and Strategies. Radio particularly community radio will be the radio of choice because it reaches a larger section

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 21 of 31</p>

of population in the country and shall encourage debate on various issues regarding civil aviation industry activities.

## 6.2 Information briefing

These will be used to provide analysis of various events that are done by the Authority. Due to the advancement of ICT the Authority prefers to avail these briefs online than issuing print outs. In order for these briefs to be accessed more widely, the Authority shall share them in its Notice Boards, TV Displays, website and social media platforms.

## 6.3 TCAA Website


TCAA website shall be used to share with the general public information about the Authority's activities and programs. The Authority shall continue using its websites to capture stakeholder's attention nationally and internationally as an alternative source of information for those who can access it.

## 6.4 Social Media

TCAA shall use its facebook, twitter, Instagram, LinkedIn, and YouTube platforms to communicate with its audiences. The updated information will be shared to increase visibility and traffic flow 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 civil aviation regulatory issues and activities posted on the website.

## 6.5 Publications & Advertising

TCAA shall produce publications and disseminate to the relevant audiences and shall seek feedback on how the publications were received. Successful

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p><b>Document</b> TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;"><b>Title: Communication Strategy</b></p>	<p style="text-align: right;"><b>Page 22 of 31</b></p>

stories and animated reports will be published and widely distributed to make it easy for people to read and understand about various civil aviation regulatory initiatives carried out across the aviation industry. The Communication and Public Relations Unit will distribute publications that will be in the form of brochures, fliers, newsletter, Bulletin/Magazine, various reports to the Ministries, and Directorates in order to impact the knowledge of the Authority's activities.

## **6.6 Press Releases**


TCAA will use the press release to release important information by organizing press conferences or distributing press releases document for publication to the various media houses. All relevant information for news releases shall be submitted to the CPRU at least five working days in advance except for emergencies. The release may be sent via email or submitted in print and shall include basic information. News releases shall be sent to media houses and be posted on the Authority's website and social media outlets.

## **6.7 Attending National Events, conferences, seminars, and workshops**

TCAA shall participate in different national exhibition events such as Nane-Nane, Saba-Saba to mention a few since these are very useful platforms for communication and promotion of the Authority's activities through presentations and exhibitions of various activities and programs organized by the authority or stakeholders.

## **6.8 Short Messaging Service (SMS)**

The Authority shall Initiate the use of Hotline and short code numbers for bulk short messaging services (SMS) to improve stakeholders' communication by

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 23 of 31</p>

sending reminders and follow up on various issues on the service rendered, sensitize feedback and comments from stakeholders.

### **6.9 Other Publicity Material**

For standardization purposes the Authority's Annual reports, brochures, calendars, diaries, stickers, T-shirts, hats, souvenirs and other publicity materials shall be produced through CPRU as part of publicity tools as appropriate.

### **6.10 Publicity**


For promotional purposes, the Authority, through its CPRU will organize different activities aiming at publicizing the Authority and the aviation industry in general. Such activities may involve other stakeholders in the aviation sector.

### **6.11 Features/documentaries**

CPRU may assign individual journalist to write articles/produce documentaries or special programs on the Authority or aviation industry in general to be featured in different newspapers or airing in electronic media. The Authority may also prepare pull-outs in newspapers.

### **6.12 Corporate Identity**

Clear and consistent corporate identity is required to assist the public in recognizing, accessing, and assessing the policies, programs, services and initiatives of the Authority.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p><b>Document</b> TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;"><b>Title: Communication Strategy</b></p>	<p style="text-align: right;"><b>Page 24 of 31</b></p>

### 6.13 Authority Logo and Color Code

TCAA official colors are Orange, White and Blue Gray. Orange meaning peace or serenity but also it is an official color used in civil aviation, White meaning purity or innocence or simplicity it can also reflected as confidence and Blue Gray symbolizes the sky. The logo color codes have been defined together with mixing measurements as shown on the image below;



#### a) Facilities


To maintain a recognizable and unified corporate identity, the Authority must ensure that buildings, facilities, programs, services and activities are clearly branded with the corporate logo, colors and where applicable, corporate slogans. Sign boards, showing the Authority's offices must be standardized.

#### b) Dress Code

Dress code must be always observed during working hours whereas all staff are required to be smart in accordance with Public Service Dress Code Guidelines. Front line staff shall be required to put on uniforms. However, on Fridays, Staff shall wear Authority's T-shirts.

#### c) Business Cards

The CPRU shall be responsible for designing and printing of business cards for all those who are eligible. Using the approved artwork, business cards shall

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 25 of 31</p>

bear the Authority's logo, name and title of the person and Authority address as shown below.

**Front Side**

**Back side**


**Tanzania Civil Aviation Authority**

2nd Floor, Aviation House,  
Nyerere/ Kitunda Road Junction,  
Banana Ukonga Area  
P.O. Box 2819, Dar es Salaam, Tanzania

Direct Line: +255 22 284 4025/ +255 22 284 4298  
Tel: +255 22 219 8108  
Fax: +255 22 284 4300/ 284 4304  
Cell: +255 784 700 001, +255 737 700 007  
Email: hamza.johari@tcaa.go.tz  
Website: www.tcaa.go.tz

**d) Headed Letters, Internal Memo & Presentation Slides**

All Authority's staff conducting internal and external communications that uses Headed letter, Internal Memo and Presentation slide must use the following formats:

	<p>TANZANIA CIVIL AVIATION AUTHORITY</p> <p>PUBLIC INFORMATION</p>	<p>Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p>Title: Communication Strategy</p>	<p>Page 26 of 31</p>

**English Headed Letter:**

**Swahili Headed Letter:**



UNITED REPUBLIC OF TANZANIA  
MINISTRY OF WORKS AND TRANSPORT  
TANZANIA CIVIL AVIATION AUTHORITY



In reply please quote:  
Ref. No.

Date:

ISO 9001:2015 Certified  
Aviation House Nyerere / Mwaniki Road Junction, Banana Ujuzi Area, P.O. Box 2818, 21111 Dar es Salaam, Tanzania  
Tel: +255 22 219 8100 Fax: +255 22 2844304 Email: [info@tcaa.go.tz](mailto:info@tcaa.go.tz) Website: [www.tcaa.go.tz](http://www.tcaa.go.tz)




JAMHURI YA MUUNGANO WA TANZANIA  
WIZARA YA UJENZI NA UCHUKUZI  
MAMLAKA YA U SAFIRI WA ANGA TANZANIA



Uraio/Obu jaradhaii taizi:  
Kumb.Na.

Tarehi:

ISO 9001:2015 Certified  
Aviation House Nyerere / Mwaniki Road Junction, Banana Ujuzi Area, P.O. Box 2818, 21111 Dar es Salaam, Tanzania  
Tel: +255 22 219 8100 Fax: +255 22 2844304 Email: [info@tcaa.go.tz](mailto:info@tcaa.go.tz) Website: [www.tcaa.go.tz](http://www.tcaa.go.tz)

	<p>TANZANIA CIVIL AVIATION AUTHORITY</p> <p>PUBLIC INFORMATION</p>	<p>Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p>Title: Communication Strategy</p>	<p>Page 27 of 31</p>

## Internal Memo



TO : DG  
FROM : CPRM  
DATE : 29<sup>th</sup> December 2021

RE: REQUEST FOR APPROVAL TO CONDUCT STATION VISIT

The heading above refers.

In an effort to increase public awareness and implement Strategic objective the PR Unit had in its action plan the activity that needs the station visit to be conducted.

Together with the visit the PR unit will bring back the visit report that will look at Rebranding aspects and awareness related issues for EMTs attention and action.

The activity has been budgeted under budget code F0104S05 with a total ~~Tshs.~~

I submit for your approval.

Ally ~~Changwila~~  
Ag. CPRM

Tanzania Civil Aviation Authority  
Aviation House, Nyerere / Kibanda Road, Dodoma, Tanzania. P.O. Box 2819, Dar es Salaam, Tanzania.  
Tel: +255 22 219 8176, Email: tcaa@caa.go.tz, Website: www.tcaa.go.tz

## Presentation Slide




**MAMLAKA YA USAFIRI WA ANGA  
TANZANIA**

**TAARIFA YA UTEKELEZAJI KUHUSU  
MAMLAKA YA USAFIRI WA ANGA**

**HAMZA S. JOHARI – MKURUGENZI MKUU SEPTEMBER , 2021**

Aviation Safety and Efficiency. Our Commitment. In Partnership

<p>This is a controlled document</p>	<p>Issued on: 4<sup>th</sup> April 2022</p>
--------------------------------------	---

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 28 of 31</p>

**e) Email Etiquettes**

TCAA staff communicates using email to send across professional messages and the principles of behavior that one should use when writing or answering email messages are as shown on the guideline below:

**f) Use an effective “Subject Line”**

A subject line play an important role in creating an email. It basically gives a brief idea what the email message is all about. The subject line should be short and a mixture of many emotions.

**g) Always start a message with a “Salutation”**

A salutation is greeting we use at the beginning of an email, letter or a note. Example:- Dear, Mr./ Ms./ Mrs./ Hello/ Hi or Greetings


**h) Make the Message “Crisp and Clear”**

An email message from the Authority should reflect:

- **“Purpose”** of your message,
- **“Numbering your points”** brings clarity and helps telling the reader exactly what you are looking for,
- **“Politeness”** shows you are a gentle person and the message is not an attack
- **“Readable”** enough for the receiver to understand

**i) Drafting the message in “Paragraphs”**

An email message from TCAA should be composed in “Paragraphs” so that it does not look like a letter or a complaint. Paragraphs divide the message in a subtle manner enough for the receiver to understand the message perfectly.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 29 of 31</p>

**j) Thanking the “Receiver”**

Authority’s emails senders should always send thank the receiver for giving their valuable time and cooperation.

**k) “Complimentary Closing”**

A complimentary ending of the message is not mandatory but warms up the end of the message. Example: - Regards/ Yours Sincerely/ Faithfully Yours or Best Wishes.

**l) Email Signature**

All outgoing email users must communicate in full the Authority’s staff sending the email through use of email signature that bears the users details and the Authority’s logo as shown below:


Zawadi Juma Maalim  
**Ag. Chief Air Navigation Engineer**

**Tanzania Civil Aviation Authority**  
1st Floor, Aviation House  
Nyerere/Kitunda Road Junction  
Banana Ukonga Area

Cell: +255 755447414

Website: [www.tcaa.co.tz](http://www.tcaa.co.tz)



	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 30 of 31</p>

### m) Telephone Etiquettes

Whichever type of phone will be in use, all TCAA staff are obliged to use proper phone etiquette in order to give a good impression of the Authority, and also make it a pleasant experience for the other person on the line. Below are some simple dos and don'ts to follow:

**DO** – Smile when you talk to people. Although they might not be able to see you, a smile can be heard in your voice and the caller will be much more relaxed in their conversation with you. People love talking to happy people.

**DON'T** – Be distracted. Although the caller may not be able to see what you're doing, if they don't have your full attention, it will be heard in your tone and responses. Distractions can be anything from responding to an email, replying to a text, scrolling through online shopping, reading a news article, or nibbling on a snack that has been sitting next to you. If you wouldn't do these things with the person in front of you, don't do it when you're on the phone.

**DO** – When you answer the phone, greet the caller warmly and advise who they are talking to. Always answer the phone with your name at the end of your greeting. You will have an upward inflection on your name which will stay in the mind of the caller. Personal calls received should also be formalised. Some ways you can answer the phone are "Hello this is (say name)" and business calls can be answered with "Good Morning/Afternoon, (say business name), this is (say name)".

**DON'T** – Shout or whisper. Being overly loud or overly quiet can make a phone conversation very awkward and might mean you don't get all of the information to

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p><b>Document</b> TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;"><b>Title: Communication Strategy</b></p>	<p style="text-align: right;"><b>Page 31 of 31</b></p>

the person on the other end. Try and speak in a calm tone that will be easy to hear and understand.


**DO** – Speak clearly. You have something to say and the person at the other end wants to hear it. No one wants to repeat themselves many times during a conversation. Speak as clearly as possible to avoid this.

**DON'T** – Leave the caller on hold for too long. No one likes sitting on hold. If you leave your caller on hold for too long, they may think they have been forgotten and may hang up. If this is a business call this could result in a tarnished image or lost sale or an unhappy customer.

**DO** – Make the caller feel welcome. Although it is a phone call, if your answers are short or you don't sound interested, the caller may leave the call feeling unwelcome and that their query hasn't been answered or problem resolved.


## 7.0 MESSAGES

Usually, a communication strategy should include messages that are relevant and appropriate to the audiences. Implementation of the communication strategy will be guided by messages, that will be developed to suit specific audiences. Therefore, this chapter presents the breakdown of communication objectives for the Authority into relevant messages for each of the relevant audience as presented in the table no.1 below;


	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 32 of 31</p>

**Table No.1**


<b>Audience</b>	<b>What They Need To Know</b>	<b>Key Communication Message</b>
<p>Operators (airlines, ground handlers, airport operators, MET operator, ATOs, AMOs and ANSP).</p>	<p>TCAA mandates, mission, vision, objectives, motto and achievements.</p> <p>What is expected from the Operators?</p>	<p>Civil aviation operators must comply with The Civil Aviation Act and its regulations.</p> <p>Civil aviation operators must understand that TCAA is committed to aviation safety and efficiency provision of air navigation services.</p> <p>The Authority mission is to ensure safety, security and regularity of civil aviation in Tanzania by providing effective oversight and efficient air navigation services while maintaining quality, protecting the environment and safeguarding the interest of consumers and public.</p> <p>The Authority expects standard, professionalism and efficient services from operators.</p>

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 33 of 31</p>


Audience	What They Need To Know	Key Communication Message
Staff	How we value them and TCAA expectations from them.	<p>We are a supportive, cooperative and committed to our employees.</p> <p>The Authority expects good customer care, standard, professionalism, compliance to the Law, regulations, procedures, and codes of ethics and conduct for public servants by all staff.</p>
Media	<p>TCAA mandates, mission, vision, objectives, motto and achievements.</p> <p>What is expected from the media?</p>	<p>Civil aviation operators must comply with The Civil Aviation Act, and its regulations.</p> <p>The Authority mission is to ensure safety, security and regularity of civil aviation in Tanzania by providing effective oversight and efficient air navigation services while maintaining quality, protecting the environment and safeguarding the interest of consumers and public.</p> <p>TCAA expects professionalism and accurate reporting of civil aviation information and TCAA by the media</p>
Students	TCAA mandates, mission, vision, objectives, motto and achievements.	The Authority mission is to ensure safety, security and regularity of civil aviation in Tanzania by providing effective oversight

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 34 of 31</p>


Audience	What They Need To Know	Key Communication Message
		<p>and efficient air navigation services while maintaining quality, protecting the environment and safeguarding the interest of consumers and public.</p> <p>The Authority encourages students to develop interest in pursuing science and other relevant subjects that will lead them into civil aviation careers, such as pilots, aircraft engineers and air traffic controllers.</p>
Government (Ministry)	<p>TCAA roles in the development of Tanzania civil aviation industry and economy.</p> <p>What we want to see changed in the policy</p> <p>We have the ability to make change if they help us</p>	<p>Civil aviation industry is growing and is crucial for development of the economy.</p> <p>TCAA needs financial and political supports from the government to match with the pace of the growing industry.</p> <p>We need favorable policies to support the growth of civil aviation industry.</p>
International and regional Organizations	TCAA contribution towards safe air transport in the world.	TCAA commitment towards international Standards and Recommended Practices (SARPs) for safe air transport in the

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 35 of 31</p>

Audience	What They Need To Know	Key Communication Message
		world.
Licensed Professionals	The importance of observing ethics and code of conduct.	<p>Must adhere to civil aviation regulatory requirements.</p> <p>Observe ethics and code of conduct, failure may lead to suspension or revocation of practicing licenses.</p>
The general public	TCAA mandates, mission, vision, objectives, motto and achievements.	<p>The Authority mission is to ensure safety, security and regularity of civil aviation in Tanzania by providing effective oversight and efficient air navigation services while maintaining quality, protecting the environment and safeguarding the interest of consumers and public.</p> <p>The Authority encourages students to develop interest in pursuing science and other relevant subjects that will lead them into civil aviation careers, such as pilots, aircraft engineers and air traffic controllers.</p> <p>General public should use air transport</p>

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 36 of 31</p>


Audience	What They Need To Know	Key Communication Message
		<p>as it's the safest and fastest means of transport.</p>
<p>Members of the Parliament.</p>	<p>TCAA roles in the development of Tanzania civil aviation industry and economy.</p>	<p>The Authority mission is to ensure safety, security and regularity of civil aviation in Tanzania by providing effective oversight and efficient air navigation services while maintaining quality, protecting the environment and safeguarding the interest of consumers and public.</p> <p>The role of TCAA in promoting civil aviation industry and the national economy.</p> <p>The Authority expects, enactment of favorable laws for the civil aviation industry.</p>

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY</p> <p style="text-align: center;">PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: Communication Strategy</p>	<p style="text-align: right;">Page 37 of 31</p>

## 8.0 COMMUNICATION PLAN RESOURCES AND BUDGET

The resources necessary to execute the Communication Strategy for TCAA may differ from year to year due to the basis of the communication challenges and opportunities involved. At the moment, a total of TZS. 151,719,740 for Publicity activities are allocated for the financial year 2021/22. But the expected budget for the implementation of communication strategy of 2021/22 to 2025/26 will be approximately TZS. 1,747,999,325.

With the Authority's key messages and key communication tools or channels identified (Refer Chapter 7 and 8 above). The communication plan is drawn up indicating communication objectives and the relevant communication activities that will be carried out to achieve the stipulated communication objectives. The communication plan also indicates proposed timescale, resources required, cost and responsible person for each communication activity as presented on the *table no. 2* under.

	TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION	Revision: 0
Document TCAA/QSP/DG's/PI-04	Title: TCAA Organizational Chart	Page 38 of 31

**Table No.2**

**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective - 1:** To increase stakeholders and general public awareness on TCAA functions

SN	Specific Objective Target	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget in TZS		Monitoring
							2021/22	2022/23	
i).	<b>Target:</b> Mechanism for dissemination and sharing of information to stakeholders established by June 2026.	Media	To train media personnel in reporting TCAA related activities including civil aviation standards and recommended practices, mission,	Training workshop/ seminars	July /June	Once	15,830,000		Number of trainings conducted



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective - 1:** To increase stakeholders and general public awareness on TCAA functions

SN	Specific Objective Target	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget in TZS		Monitoring
							2021/22	2022/23	
			vision, goals, objectives, targets, mandate, values and motto.						
			To appoint a team of specialized reporters to cover TCAA activities	Letters	June/July	Once	-	-	Formation of specialized group of reporters to cover



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective - 1:** To increase stakeholders and general public awareness on TCAA functions

SN	Specific Objective Target	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget in TZS		Monitoring
							2021/22	2022/23	
									TCAA activities.
			To invite specialized reporters in targeted field visits, to show air navigation infrastructures, projects and regulatory functions	Invitations	Bi-annual	Two visits annually	15,120,000		Number of field visits conducted



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective - 1:** To increase stakeholders and general public awareness on TCAA functions

SN	Specific Objective Target	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget in TZS		Monitoring
							2021/22	2022/23	
			execution.						
			To establish, register and use social media outlets (Facebook, Instagram, Twitter, blog and website).				3,000,000		
			To monitor TCAA's	Print and electronic	Daily	Daily	1,270,000		Media monitoring



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective - 1:** To increase stakeholders and general public awareness on TCAA functions

SN	Specific Objective Target	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget in TZS		Monitoring
							2021/22	2022/23	
			contents in media.	media					monthly reports.
ii)	Target: 60% of the general public aware of TCAA roles and functions by June 2026.	General Public	To participate in exhibitions and public events to showcase TCAA's regulatory functions and achievements.	Exhibition	July, August and December.	3 exhibitions (Saba Saba, Nane nane, aviation Forum & ICAD)	34,020,000		Number of exhibitions participated.



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective - 1:** To increase stakeholders and general public awareness on TCAA functions

SN	Specific Objective Target	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget in TZS		Monitoring
							2021/22	2022/23	
			To conduct press conferences to inform the public on TCAA's achievements/progress.	Mass media	Randomly	12 annually	17,400,000		Number of press conferences conducted
			To develop and publicize short messages, still	Social media & Print Media	Randomly		17,132,000		Number of short messages, still



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective - 1:** To increase stakeholders and general public awareness on TCAA functions

SN	Specific Objective Target	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget in TZS		Monitoring
							2021/22	2022/23	
			pictures (100) Video clips (15), cartoons (6), feature articles (12) and documentaries (6).						pictures, video clips, cartoons, feature articles and documentaries produced and published.



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective - 1:** To increase stakeholders and general public awareness on TCAA functions

SN	Specific Objective Target	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget in TZS		Monitoring
							2021/22	2022/23	
			To participate in live radio and TV programs on matters related to TCAA's activities (12).	Radio & TV	3 programs each quarter.	12 programs annually.	7,200,000		Number of programs participated in.
			To prepare and air radio and tv programs on matters related	Radio & TV	1 each Quarter	4 programs	48,000,000		Number of programs produced and aired.



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective - 1:** To increase stakeholders and general public awareness on TCAA functions

SN	Specific Objective Target	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget in TZS		Monitoring
							2021/22	2022/23	
			to TCAA function.						
			To design and print promotional materials.	Newsletters (1400), brochures (2000), Banners (6), T-shirts (500), Souvenirs (pen,	Annually.		<b>34,800,000</b>		Number of promotional materials designed and printed.



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective - 1:** To increase stakeholders and general public awareness on TCAA functions

SN	Specific Objective Target	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget in TZS		Monitoring
							2021/22	2022/23	
				keyholders) Business cards (30,000)					
			To undertake corporate social responsibility events.	Donations and awards	July / June	4 annually	<b>25,252,000</b>		Number of events.
		Key stakehold	To coordinate media	Meetings	July /June	4 meetings Annually.	<b>16,800,000</b>		Number of meetings



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective - 1:** To increase stakeholders and general public awareness on TCAA functions

SN	Specific Objective Target	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget in TZS		Monitoring
							2021/22	2022/23	
		ers (TAA, TMA, Aviation Rescuer & Fire Fighting Services)	Coverages during meetings aiming at improving provision of services in the Civil aviation industry and TCAA collaboration with						



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective - 1:** To increase stakeholders and general public awareness on TCAA functions

SN	Specific Objective Target	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget in TZS		Monitoring
							2021/22	2022/23	
			stakeholders						
		Students	To organize media coverages during students visits.	Annually	10	July /June	<b>960,000</b>		Number of visits
			To organize students learning tours to TCAA.	Quarterly	4	July /June	<b>4,880,000</b>		Number of tours
			To organize secondary	Annually	1	July/June	<b>7,000,000</b>		Number of essays



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective - 1:** To increase stakeholders and general public awareness on TCAA functions

SN	Specific Objective Target	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget in TZS		Monitoring
							2021/22	2022/23	
			schools' students, essay competition on civil aviation						

**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective - 2:** To sensitize civil aviation operators on voluntary compliance to requirements of The Civil Aviation Acts Cap 80 (R.E. 2006) and its Regulations

SN	Specific Objectives Targets	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget		Monitoring
							2021/22	2022/23	



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective - 2:** To sensitize civil aviation operators on voluntary compliance to requirements of The Civil Aviation Acts Cap 80 (R.E. 2006) and its Regulations

SN	Specific Objectives	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget		Monitoring
	Targets						2021/22	2022/23	
	<p><b>Target:</b> 90 % of the civil aviation operators to be sensitized of TCAA Acts Cap 80(R.E 2006) and regulations</p>	<p>Operators Airlines handlers), Aviation Training Organizations (ATOs) &amp; Aircraft Maintenance Organizations (AMOs)</p>	<p>To organize media coverage during Licensing Meeting</p>	<p>Biannually</p>	<p>2</p>	<p>July/June</p>	<p><b>2,800,000</b></p>		<p>Numbers of meetings</p>



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective - 2:** To sensitize civil aviation operators on voluntary compliance to requirements of The Civil Aviation Acts Cap 80 (R.E. 2006) and its Regulations

SN	Specific Objectives	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget		Monitoring
	Targets						2021/22	2022/23	
	by 2021.								
			To organize media coverage during stakeholders' meetings	Quarterly	4	July 2019 /June 2020	5,600,000		Number of meetings



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective - 2:** To sensitize civil aviation operators on voluntary compliance to requirements of The Civil Aviation Acts Cap 80 (R.E. 2006) and its Regulations

SN	Specific Objectives	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget		Monitoring
	Targets						2021/22	2022/23	
			To organize media coverage during annual aviation Forum.	Annually	1	July/June	2, 800,000		Number of forums
			To organize media Coverage during Facilitation	Biannual	2	July/June			Number of meetings



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective - 2:** To sensitize civil aviation operators on voluntary compliance to requirements of The Civil Aviation Acts Cap 80 (R.E. 2006) and its Regulations

SN	Specific Objectives	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget		Monitoring
	Targets						2021/22	2022/23	
			Meetings						
			To organize media Coverage during Aviation Security Meeting.	Biannual	2	July /June	5,135,400		Number of meetings



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective:** To improve customer services.

SN	Specific Objectives Targets	Target Audience	Activities and Message	Channels	Time Frame	Frequency	Budget		Monitoring
							2021/22	2022/23	
i)	<b>Target:</b> 100 % of TCAA staff sensitized on customer care and strategic communication by June 2026.	Employees	In collaboration with HR unit, to sensitize staff on customer services.	In house training	July/June	Once a year	39,700,000		Number of sensitized Employees



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective:** To improve customer services.

SN	Specific	Target	Activities	Channel	Time	Frequenc	Budget	Monitorin
			To conduct sensitization workshop on strategic communication to directors and managers, by 2026				4,400,000	
		Employees	To prepare and issue guideline/policy to staff					Internal Communication guideline.



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective:** To improve customer services.

SN	Specific	Target	Activities	Channel	Time	Frequenc	Budget	Monitorin
			on internal and external communication					
		Management	To establish customer service desk.				0	Establishe d customer care desk.
			To prepare, design and circulate monthly online News Bulletin to				0	eNewslette r circulation.



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective:** To improve customer services.

SN	Specific	Target	Activities	Channel	Time	Frequenc	Budget	Monitorin
			TCAA staff					
ii)	<b>Target:</b> Client service charter developed, implemented and monitored by June 2026.	Employees and Clients.	To prepare and avail client service charter to staff and clients.	In house	July/June		<b>1,500,000</b>	Client Service charter
		Supervisors/ internal auditors.	To prepare clients service	Survey, observati on and	July/June	Once a year	<b>0</b>	Client service charter



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective:** To improve customer services.

SN	Specific	Target	Activities	Channel	Time	Frequenc	Budget	Monitorin
			charter monitoring and evaluation plan	discussion				Monitoring tool
		Management	To disseminate monitoring and evaluation findings.	Meetings and workshops.	July/June	Once a year	<b>800,000</b>	Number of meetings and workshops
		Staff, customers and general public.	To develop electronic USSD	In house	July/June	Once.	<b>3,000,000</b>	An electronic system for



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective:** To improve customer services.

SN	Specific	Target	Activities	Channel	Time	Frequenc	Budget	Monitorin
			system for reminding customers on expiry date of licenses.					remining customer expiry date of licenses.
	Service delivery survey to be conducted by June 2026.		To develop terms of reference to conduct service delivery survey.	In house	July/June	Once a year.		Terms of reference for service and delivery surveys.
			To conduct	In house	July/Ju	Once a		Number of



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective:** To improve customer services.

SN	Specific	Target	Activities	Channel	Time	Frequenc	Budget	Monitorin
			service delivery survey.		ne	year.		surveys.
			To disseminate monitoring and evaluation findings of service delivery survey among internal	In house	July/ June	Once a year.		Disseminat ed survey.



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective:** To improve customer services.

SN	Specific	Target	Activities	Channel	Time	Frequenc	Budget	Monitorin
			stakeholder s.					
			To improve customers waiting facilities.	In house	July/ June	Once		Improved customers' waiting facilities.
	Stakeholders feedbacks system strengthened by 2026.	Staff, customers and general public.	To develop electronic system to remind customers expiry date of licenses.	Appointed team	July/June	Once		Stakeholders Feedback mechanism
		Management	To sensitize	Mass	July/June	Once a		Numbers



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective:** To improve customer services.

SN	Specific	Target	Activities	Channel	Time	Frequenc	Budget	Monitorin
			the general public on the availability and use of electronic feedback system (website and mobile phones applications )	media and Meetings.	ne	year.		of Sensitization Campaign.



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective:** To improve customer services.


SN	Specific	Target	Activities	Channel	Time	Frequenc	Budget	Monitorin
		Management	To sensitize, staff on prompt response on customer inquiries.	Meetings and internal memos	July/June	Quarterly.	0	Number of attended inquiries.
		Management	To appoint focal persons for managing customer inquiries	Letter	July/June	Once		Appointed focal persons



**BROAD OBJECTIVE:** The overall objective of this communication strategy is to promote safety, security and regularity of civil aviation in Tanzania through, enhanced stakeholders' awareness on TCAA mandate and achievements.

**Specific Objective:** To improve customer services.

SN	Specific	Target	Activities	Channel	Time	Frequenc	Budget	Monitorin
			To establish and use effectively social media.	TCAA online TV, blog, and Facebook, twitter and Instagram accounts.	July/ June	Once		Establishe d TCAA online TV, blog and Facebook, twitter, LinkedIn and Instagram accounts

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 66 of 31</p>

## 9.0 WEBSITE MANAGEMENT GUIDELINES

### 9.1 PURPOSE


TCAA maintains website known as [www.tcaa.go.tz](http://www.tcaa.go.tz) since 2004 as a tool for communication with stakeholders, as well as platform for displaying services and information we offer to our stakeholders and the general public using both Swahili and English language.

This document describes both User Functional and Non-Functional requirements for the development of website for Tanzania Civil Aviation Authority. It sets the primary criteria against which the acceptability of the website will be evaluated after it has been developed, showing where the information is located, assure it is understandable, useable and presented with consistency. The document also covers each of the website intended features, as well as to offer a preliminary glimpse of the Sitemap.

### 9.2 OBJECTIVES

The Authority website management guidelines must achieve the following objectives:

- a) To ensure website design layout has an attractive look-and-feel and its features are properly arranged;
- b) To ensure website design provides easy accessibility of services, documents, Management and Board Members profiles, pictures, contacts, and other information.
- c) To ensure easy and user-friendly content management system (CMS) or tools to enable uploading and updating website contents.
- d) To provide guidelines for managing TCAA website layout, design, contents, and authorization.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 67 of 31</p>

- e) To provide procedures and timing for website review, improvements and content updating.

### 9.3 ROLES AND RESPONSIBILITIES

#### 9.3.1 Content Management & Ownership


The technical part of the website shall be managed by Information and Communication Technology Unit while website contents shall be managed by Communications and Public Relations Unit in accordance with Government Website Management Guideline of 2013.

All contents or information with public interest that the public needs to know about the Authority shall be uploaded on the website. The contents include but not limited to Authority roles and functions, news, events, announcements, tenders, stakeholder's information, Management Members profile, Board Members profile, departments, and units with their functions.

#### 9.3.2 Website Coordinator

TCAA website activities will be coordinated by Communications and Public Relations Unit whose roles and responsibilities include: -

- a) To coordinate the webmaster and Website Management Committee (WMC) in the planning process and scheduled evaluations.
- b) To manage all changes made by WMC
- c) To review quality and accuracy of the content from Contents Authors.
- d) To publish reviewed contents into the website.
- e) To ensure that approved public printed material are published on the website within two (2) days after printing.
- f) To arrange review of the roles, responsibilities, and contents workflow for EMT information and action twice a year.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 68 of 31</p>

### 9.3.3 Webmaster(s)


The webmaster(s) shall be responsible for:-

- a) Developing website architecture and design.
- b) Keeping a log of changes made, who authorized changes and reasons for changes
- c) Submitting quarterly technical report of major changes made during a  
Providing suggestions for acquiring new software for creating web pages
- d) specific period to the WMC

### 9.3.4 TCAA Website Management Committee (WMC)

There shall be a website committee responsible to ensure that the website contain sufficient updated information for public consumption. The committee shall comprise of members from each department and sections of the Authority. Committee members shall liaise with Communications and Public Relations Unit to ensure that all required information are timely uploaded on the website. The roles and responsibilities of WMC include: -

- a) To advise Management on issues related to TCAA website
- b) Planning for resources required for enhancements, training and software.
- c) To meet quarterly for review of the website.
- d) To review roles and responsibilities of Content Authors
- e) To advise Management on quarterly honoraria of Content Authors

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 69 of 31</p>

### 9.3.5 Heads of Directorates (HoD)

Shall be responsible for:

- a) Providing to the Content Author any new information required for the parts of the website under their respective responsibility.
- b) Review content provided for publication to ensure quality and accuracy.
- c) Handling public enquiries related to their areas of responsibilities and providing appropriate answers, corrections, and clarifications.

## 9.4 Content Authors

These comprises selected staff from different departments / units who will be responsible in finding and posting data in the website as per the guidelines provided.


Authors are responsible to find contents, translate into English / Swahili, proofread and post into the website in consultation with the responsible Manager / Head of Directorate.

## 9.5 Contents Workflow

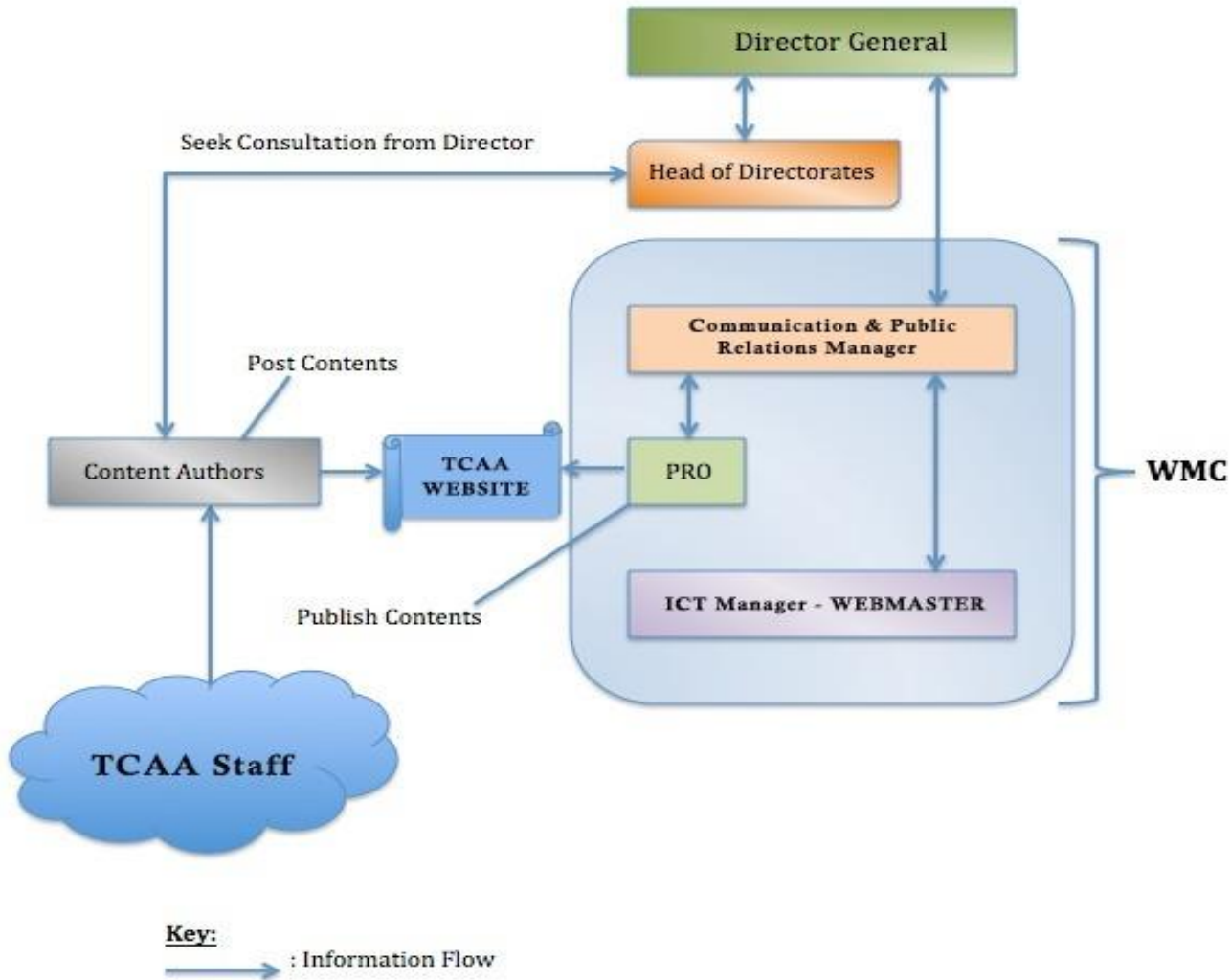
Authorization of news and information to be uploaded on website shall start from author to CPRM. Having been approved by HoD, the contents will be submitted to DG via CPRM for endorsement to PRO for upload.

However, due to the nature of their operations, the following Managers will be posting directly to the website without following this process flow. These are;

- a) Director of Legal Services
- b) Director of Safety Regulation

	<p>TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p>Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p>Title: TCAA Organizational Chart</p>	<p>Page 70 of 31</p>


- c) Director of Economic Regulation
- d) Director of Air Navigation Services



## 9.6 FUNCTIONAL PART

### 9.6.1 General Layout

The website should adhere to the Government Website guideline and International Standards. Among other things stipulated, it is a requirement website to have National Logo (at the left top) and

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: center;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: center;">Page 71 of 31</p>

Institutional Logo (at the right top). English shall be the default language; however, Kiswahili Language will be an option to allow stakeholders to select language of his choice.

The overall color design of the website (Homepage and internal pages) shall consider corporate colors which are sky blue, orange and white. The overall website content layout should be clear and simple, readable, render whitespace design to attract viewer's attention.


There shall be an image slider displayed just beneath the Website Banner. Slider will allow marquee (scrolling text below slider) and picture caption. Images should display in "fading" transition format; with "back & forth" slider navigation icons. Transition images section should fill the whole webpage width.

### 9.6.2 Top menus

The section shall include "Search Button", Staff Mail, "Enquiries & Feedback", Security Alert, "FAQs", "Careers", "Contact us", eservices and "Language Selector (Kiswahili/ English)".

For Enquiries & Feedback and Security Alert form should have these mandatory fields:

- i. First name
- ii. Surname
- iii. City/Region
- iv. Email
- v. Phone
- vi. Subject
- vii. Message

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 72 of 31</p>

### 9.7 Website Banner


The Authority's website logo shall be placed at the top right (with ISO certification beneath it) while National emblem logo to be placed at the left as per Government's website standards. The background color of the banner shall contain the Authority Corporate Colors. The banner shall have a full title of the Authority and Motto below it.

### 9.8 Main Menu

Visual navigation aids shall be displayed in the menu items. Each Menu item shall be able to hold a block of sub-menu items. The width of the navigation bar must be able to accommodate in its menu bar, including these stated menu items – Home, About Us, Safety Regulations, Economic Regulation, Air Navigation Services, etc. In addition to that, each menu bar shall contain menu items with provision for addition of other menu items.

### 9.9 Website Content

- a) **Website content** refers to all the elements used to communicate message to stakeholders. All contents or information with public interest that the public needs to know about the Authority shall be uploaded on the website. The contents include but not limited to Authority roles and functions, news, events, announcements, tenders, stakeholders, Management, Board Members, e-Services, Departments and Units with their functions etc, and pictorial presentation of ongoing projects.
- b) **e-Services** shall describe services available at the Authority. The services shall be categorized in sectors for instance Safety and Air Navigation, when someone click to view service of a certain sector, there shall be a pictorial /image presentation and description of services under such category.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 73 of 31</p>

### 9.10 Content Management System

There shall be a user management feature to enable creation of users to upload contents based on assigned privileges. Information, Communication and Technology Unit shall be responsible for creation of users and assign their roles. Uploading limits shall be 100MB for documents and 20MB for pictures.

Content Management System shall have Analytics feature to enable web admin to see number of visitors who visits the site.

### 9.11 Footer

Footer shall comprise of the following sections: Contact Information's, Quick links, Related links, Other Applications with icons (GMS, e-Office, ERMS, PSSSF Member Portal, Government Portal, GePG, Online Travel Permit, TANePS and PLANREP) and Social media links.

### 9.12 Global Footer


Global Footer shall comprise of the following links: Privacy Policy, Disclaimer, Terms of Use (Terms and Conditions), FAQs and Site Map.

### 9.13 Related Links

These include titles of institutions related to the Authority. These titles will be links that shall re-direct viewers to the respective related institutions website.

### 9.14 Quick Links


The section will display titles or icon of the links such that when clicked, a viewer is re-directed to inner webpage of the website.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 74 of 31</p>

### 9.15 Site Map

It helps to provide information and links re-directing viewers to internal webpage or to an external website. It will contain the following:

- i. **Top Menu**
  - a) Vacancies
  - b) Contact us
  - c) Feedback
  - d) FAQs
  - e) Language switch
  - f) Social media icons
  
- ii. **Main Menu**
  - a) Home
  - b) About Us
- iii. Introduction
- iv. Vision, Mission, Core values and Motto
- v. Organization Structure
- vi. **Board Members etc.**
  - a) Legislation
  - b) Safety Regulation
  - c) Economic Regulation
  - d) Air Navigation Services
  - e) Public register
  - f) Media center
  - g) Photo Gallery
  - h) Video Gallery
  - i) Press releases etc.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 75 of 31</p>

## 9.16 NON-FUNCTIONAL PART

The website shall comply with the Authority ICT policy, Government Technical security standards and Web-based Application Security standards.

### 9.16.1 Legal Issues

TCAA website shall be guided by the following legal principles:

- a) Protection of both content and services and acknowledgement to its originality i.e. Intellectual Property (Copyright, Trade and Service Marks);
- b) Affect the use and communication of information content and services i.e. Censorship, privacy and data protection, consumer protection;
- c) Avoid liability on the inaccurate, misleading, incorrect, deceptive or negligent information/data that may be published on the website such as the use of Disclaimers; and
- d) Avoid defamatory statements.


This guideline must comply with the laws regulating information management as well as Intellectual Property Laws.

### 9.16.2 Performance

The website response time (loading time and refresh time) shall not exceed 30 sec.

### 9.16.3 Scalability

The website shall be developed in such a way that it can be extended to adapt new technology or accommodating new requirements.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 76 of 31</p>

#### 9.16.4 Backup

The website shall comply with Authority System backup procedures as stipulated in Authority Information, Communication and Technology Policy.

#### 9.16.5 Compatibility

The website shall be compatible with major browsers. It shall have a responsive layout to adjust to different devices screens.

#### 9.16.6 Usability

The system should have easy-to-use web-based URI's for users to interact with it. Website domain shall be <https://www.tcaa.go.tz>

#### 9.16.7 Privacy


TCAA website guideline shall guarantee to provide the privacy of information on how to collect and handle personal information, whether that is held in paper-based, electronic or web-specific records. This may be achieved by adopting the standard privacy statement which shall:

- i. Limit the distribution of information to the third parties without prior consent of the owner of the information.
- ii. Create an offence for uttering false or misleading information.

#### 9.16.8 Copyright

Copyright must be protected and clearly be declared by TCAA. Therefore, every web page of the TCAA shall contain a link to a standard copyright statement.

*The link text shall read: Copyright © 2022 - [year] The Tanzania Civil Aviation Authority. All Rights Reserved.*

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 77 of 31</p>

#### 9.16.9 Disclaimer

TCAA website shall contain disclaimer statements on every web page which shall cover content disclaimer, link disclaimer, disclaimer of endorsement and copyright infringement.


#### 9.16.10 Effective Date

These guidelines are effective on the date of approval by EMT and shall be reviewed anyhow as management will deem appropriate.

### 10.0 CRISIS COMMUNICATION PLAN

Effective crisis communication plan is a key to successfully crisis management. The credibility and reputation of the organization is heavily influenced by the perception on the organization responses during the crisis. The Tanzania Civil Aviation Authority (TCAA)'s Crisis Communications Plan outlines the roles, responsibilities and procedures that will guide the Authority in promptly sharing information with all of TCAA's audiences during an emergency or crisis.

For the purposes of this plan, a crisis is defined as an event or an issue that prompts significant impact that threatens the organization operation and reputation / image. It attracts media coverage and public scrutiny. A crisis could be caused by natural or human factors. The following are some of the potential crisis that may hits TCAA; air accidents, serious air incidents, aviation security threat, strike, terrorism attacks, fire and poor air services.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 78 of 31</p>

## 10.1 SCOPE OF CRISIS COMMUNICATION PLAN

The audiences for this plan include, employees, board members, ministries responsible and related to civil aviation, regional and international civil organizations, media, air operators, ground handlers, airport operators, consumer air transport, consumer consultative council, neighbors, and members of the public.

## 10.2 OBJECTIVE OF THE CRISIS COMMUNICATION PLAN


TCAA will always strive to communicate facts as quickly as possible, updating information regularly as circumstances change, to ensure the continued operation of essential services. Thus, we will use multiple channels, both traditional and social media, to reach our audiences with accurate, timely information. Our goal is to be open, accountable and accessible to all audiences, while also being mindful of legal and privacy concerns.

## 10.3 CRISIS COMMUNICATION PLAN PROCEDURES

### 10.3.1 Convening the Crisis Communications Team

The Crisis Communications Team will convene when the Emergency Coordinator (appointed by the Director General) declares an emergency or crisis, (the most severe category that presents significant risk to the community or the Authority's reputation).

Once the Crisis Communication Team meet and have the opportunity to determine whether the Authority is facing an emergency, execution of this plan can be adjusted accordingly.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 79 of 31</p>

### 10.3.2 **Composition of Crisis Communications Team.**

- a) Director General (Chairperson)
- b) Executive Management Team members
- c) Communication & Public Relations Manager
- d) Legal Officer
- e) Others as needed

The Director General will add other team members, as appropriate under the circumstances. She/ He will contact each member by phone and/or email to convene immediately in time of emergence.


### 10.3.3 **Location**

The Crisis Communications Team center will be the conference hall, at the Aviation House, it may be replaced with another facility in the event of an extended crisis or emergency as need may arise.

## 10.4 **RESPONSE PLAN DURING CRISIS**


Once the Crisis Communication Team convenes, the following tasks will be carried out:

- a) Designate a secretary who will take notes and files information on the ongoing crisis.
- b) Review and write down known facts. These facts will be used to develop news releases, text messages, update websites, emails, social media content and other communication channels. They will also help to guide the team's overall strategy as events unfold.
- c) Develop several key messages that will be included in all Authority communications. The Authority message should acknowledge the

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 80 of 31</p>

existence crisis and will address what TCAA is doing to mitigate the crisis. All the messages will always aim to restore and maintain confidence and calm, balancing a sense of concern with resolve and action.

- d) Determine who will act as spokesperson, for most part, the DG TCAA will be the spokesperson during the crisis, the Public Information Unit will organize briefings and handle media questions. In some cases, the DG TCAA may designate, technical personnel to be a spokesperson to suit the nature of the crisis. The DG TCAA will be the Authority's face and take the lead in communicating key messages and answering questions. Such action illustrates that the situation is under control and that efforts are being made to address any questions that have arisen.
- e) Assign communicators, as needed, to handle phone calls, using a script developed from the key messages and facts the Crisis Communications Team has developed. They will be responsible for ensuring that all calls are returned. It is a missed opportunity if members of the media don't know our key messages and facts as we understand them.
- f) Develop communications from the DG TCAA, as appropriate. It may be necessary for the DG TCAA to promptly communicate to the Authority's staff about the emergency. Public Information Unit and Director Corporate Services (DCS) will be responsible for generating and reviewing DG TCAA communications, including talking points, speeches, in consultation with the appropriate members of the Crisis Team.


	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: center;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: center;">Page 81 of 31</p>

- g) Open the media center and determine whether a press conference(s) should be held. Public Information Unit will be responsible for managing the media center.
- h) Assign Public Information Officer who will monitor media coverage to anticipate any problems in the way information is flowing to the news media and on the social media. Summaries of relevant coverage will be provided to the management by the Crisis Communications Team on a daily basis, or more frequently as needed.
- i) Approvals of outgoing information, all the information will be approved by DG TCAA in collaboration with Crisis Communication Team.

## 10.5 MEDIA REATIONS DURING CRISIS

Media serves as a bridge between the Authority and most of its stakeholders therefore, media relations is an essential element during crisis communications. In doing so, the team will be guided by the general guidelines as follows:

- a) Strives to always be honest, ready and prepared to provide assistance and handle various enquiries by individual journalists and media organizations,
- b) Respond in the most expedient manner possible with information for media during a crisis,
- c) If media initiates contact prior to a crisis decision being made, the Crisis Communication Team will neither confirm nor deny the incident/issue; but will investigate and return the call,
- d) The designated spokesperson should always be thoroughly briefed and constantly updated on status of the incident,


	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 82 of 31</p>

- e) If the incident appears to be of short duration, an approved follow-up statement will be issued, including a summary of the incident,
- f) If it appears to be a major, prolonged incident, Crisis Communication Team will arrange for regularly scheduled media update briefings,
- g) If there is important new information, it will be shared with the media as quickly as possible,
- h) In case the crisis involves injuries, spokesperson may release location(s) which the injured persons are treated.

## 10.6 CRISIS COMMUNICATION TEAM MEETING AGENDA

During an initial briefing about the crisis, the following specific agenda items will be reviewed:

- a) **Situation analysis:**  
What have happened, when, immediate known consequences, likely consequences.
- b) **Initial response status:**  
What is being done, why, by whom.  
(Likely implementation time and hoped-for results.)
- c) **Initial communications status:**  
who knows, who needs to know immediately and later on.
- d) **Short-term response requirements:**  
Delegate crisis communications responsibility.  
(What must be done in the next several hours and how).
- e) **Next meeting time:**  
Decide and agreed on time for the next meeting.


	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 83 of 31</p>

### 10.7 EMERGENCY COMMUNICATION TEAM MEMBER CONTACT LIST

Name	Mobile No	Extension	Email

### 10.8 SPOKESPERSON GUIDELINES FOR COMMUNICATING WITH THE MEDIA

- a) Demonstrate organizational concern about the situation.
- b) Explain what is being done to remedy the situation.
- c) Keep the message consistent with all stakeholders.
- d) Be open, honest, and tell the full story. If you do not, someone else will.  
A smart first move is to communicate the basic who, what, when and where of the crisis.
- e) Never respond with “no comment,” instead explain why you cannot answer the question.
- f) Do not guess or speculate. If you do not know the answer, say so and offer to track down the answer.
- g) Respect reporter deadlines. If you promise to get information, do so promptly.
- h) Never speak off the record. The media can use any information released.
- i) Never give exclusive interviews during a crisis. All members of the media should have the chance for gathering information.
- j) If an injury or death has occurred, do not release the name(s) of the injured/deceased until all next of kin (immediate family) have been notified.
- k) Do not provide damage estimate, discuss responsibility for the incident, or discuss legal liability in any way.
- l) Notify receptionist and other employees to direct all media inquiries to the Office of Public Information Unit.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 84 of 31</p>

- m) Do not discuss illegal activity at any time. If it is assumed, say “Police are investigating. We are cooperating.” Refer all questions to the appropriate law enforcement agency.
- n) In cases when media request interviews with family members, provide a liaison to family members for the media so that the family can protect their privacy if they choose.
- o) Use everyday language, not jargon, when talking to reporters.
- p) Provide written materials that give reporters background information.


## 10.9 MEDIA RELATIONS DO AND DON'T DURING CRISIS

### a) During an emergency DO:

- i. Release only verified info
- ii. Escort the news media everywhere on the emergency site
- iii. Have a designated spokesperson.
- iv. Keep accurate records and logs of all inquiries and news coverage.
- v. Learn media deadlines and try to meet them.
- vi. Provide equal opportunities and facilities for print and electronic media.
- vii. Have a clear idea of what can and cannot be released.
- viii. Carefully coordinate planning and implementation of public relations activities with other aspects of the comprehensive emergency plan.

### b) During an emergency DO NOT:

- i. Idly speculate on the causes of the emergency.
- ii. Speculate on the resumption of normal operations.
- iii. Speculate on the outside effects of the emergency.
- iv. Speculate on the monetary value of losses.
- v. Interfere with the legitimate duties of news people.
- vi. Permit unauthorized spokesperson to comment to the media.
- vii. Attempt to cover up, or purposely mislead the news media.
- viii. Place blame for the emergency.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 85 of 31</p>

## 10.10 ANTICIPATED MEDIA INQUIRIES DURING CRISIS

### a) Casualties

- i. Number killed or injured or who escaped.
- ii. Nature of injuries received.
- iii. Care given to the injured.
- iv. Disposition of the dead.
- v. Prominence of anyone who was killed, injured or escaped

### b) Property Damage

- i. Estimated value of loss.
- ii. Description of property.
- iii. Importance of the property.
- iv. Other property threatened.
- v. Insurance protection.
- vi. Previous emergencies in the area.

### c) Causes


- i. Testimony of key responders—the crisis management team, police, fire,
- ii. How emergency was discovered.
- iii. Who sounded the alarm.
- iv. Who summoned aid.
- v. Previous indications of danger.

### d) Rescue and Relief

- i. The number of people engaged in rescue and relief operations.
- ii. Equipment used.
- iii. How the emergency was prevented from spreading.
- iv. How property was saved.

### e) Description of the crisis or disaster

- i. Extent of emergency.
- ii. Blasts and explosions.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 86 of 31</p>

- iii. Crimes of violence.
- iv. Attempts at escape or rescue.
- v. Duration.
- vi. Collapse of structures.
- vii. Extent of spill.

### 10.11 EVALUATION AFTER CRISIS SITUATION

What was successful:

---

What process should be improved:


---

What did you learn:

---

### 10.12 MONITORING AND EVALUATION

The implementation of communication strategy will be constantly monitored and annually evaluated in line with the TCAA's Strategic Plan evaluation for effective and efficiency of resources. The evaluation will focus on the level of attainment of objectives, utilization of resources and the impact of the plan in achievements of the TCAA strategic plan objectives of 2021/22-2025/26. To ensure that, the intended objective stipulated in this document, are achieved, several activities are planned and will be implemented in the action plan.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 87 of 31</p>


The Director General could monitor the implementation of the plan, through the agreed indicators and evaluate performance on annual basis. The simple indicators such as the number of responses on E-newsletters, number of media engagement, number of stakeholders' meetings, number of promotional materials produced, number of CSR activities, number of radio and TV aired, hits to TCAA website, customer service delivery survey, number of complaints received and attended in full, media monitoring reports and self-assessment survey will be used to track the performance of the strategy.

### 10.13 Media monitoring for topics of concern to the TCAA

TCAA collects newspapers and monitor information in the print and electronic media on news items that are of concern to the Authority. In Tanzania we have 27 TV stations, 116 Radio stations, 13 Daily 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 Authority to afford. To overcome this, the Communication and Public Relations Unit will monitor all the news related to Civil Aviation Industry in collaboration with other TCAA employees. Communication unit will need and regard as a source of news from TCAA staffs on all civil aviation regulatory issues.

#### a. Newspapers

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

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 88 of 31</p>

**b. Radio and Television**

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

**c. 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 favourable instrument for media relations as they offer the organization a direct opportunity to communicate with the public.

**10.14 Service delivery survey**

TCAA will conduct stakeholder's survey, in order to evaluate how stakeholders', respond to our messages, achievement of programs, coordination, meetings, communication plan, deliverance of service, recognition and awareness. Questionnaires (electronic and printed form) will be developed and made available at TCAA offices and distributed in various events.

**10.15 Interviews**

TCAA 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 the Authority's communication activities. This will help the Authority to evaluate achievement of its communication activity.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 89 of 31</p>

### **10.16 Suggestion box (Electronic and Manual)**

TCAA has been using suggestion box, a mechanism which support the Authority to get feedback from customers on the service offered. This tool has been useful for TCAA 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. Suggestions received through electronic media will be consolidated and submitted together with suggestions received from the box which will be opened every week and customers' feedback reports will be forwarded to the Director General for action.

### **10.17 Operationalization of Client service Charter**


This entails TCAA 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, TCAA's esteemed stakeholders will cooperate by demanding services in accordance with commitments indicated in the charter and provide feedback on services offered to them.

### **10.18 Focus Groups**

TCAA 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.

### **10.19 Quantitative Data Collection**

Websites, blogs and other social networks allows TCAA to collect useful data for monitoring the trend of social media coverage on issues related

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 90 of 31</p>

Authority. For instance, on its website, TCAA can track a number of daily or monthly visitors and page views. For social networks i.e. Facebook, WhatsApp, Instagram, Twitter, YouTube, LinkedIn, the Authority tracks number of subscribers and number of comments left by visitors. This will help TCAA to know if the number of readers is growing or whether the number of comments is rising because social media are prominent platforms preferred mostly by the youths to express their views on various subjects.

#### **10.20 Reviewing Communication plans**


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

#### **10.21 Key performance indicators will includes: -**

- a) Increased TCAA reach, awareness and recognition,
- b) Changes in target audiences' knowledge, perceptions or attitudes,
- c) Extended reach through integration into stakeholder's Communications Plans,
- d) Achievement of activities included in the communication plans,
- e) Meeting communication plan objectives.

#### **10.22 RISK MANAGEMENT**

Managing risk is increasingly becoming central practice to the Government's operations. 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

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 91 of 31</p>


the public make decisions on various information supplied through different channels of communication.

Management of risks involves everyone in the Authority such as staffs, stakeholders, clients, visitors, and anyone who comes into contact with TCAA.

Spokespersons for the Authority 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 Authority. The Director General who is the Authority's Accounting Officer is the principal spokesperson about day-to-day operations. Head of Communication Unit with the permission of Accounting Officer manages the entire communications of the Authority in all internal and external events.

Managing risk is a two-way process whereby communication with the public can also help the PR 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.

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

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 92 of 31</p>

## 11.0 CAPACITY DEVELOPMENT

The primary responsibility of this strategy rests with the TCAA Management while implementation of the strategy will be under Communication and Public Relations Unit.

In achieving the goals of this communication strategy, needs to have strong communication unit with the capacity to undertake the following: -

i. **Media Management**

The communication unit shall work hand in hand with media houses for publicity, 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 Authority's publicity.

ii. **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.

iii. **Manage information**

The Communication unit shall be able to manage information from both inside and outside the Authority and should know how to filter information for the benefit of the Authority since not each and every information needs to be publicized.

iv. **Marketing and Networking ability**

The Communication Unit shall be capable of developing the Authority's marketing communications plan including strategy, goals, budget and tactics. The Authority intends to expand its network by

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 93 of 31</p>

having new stakeholders to support various aviation regulatory initiatives in the Country. So, the Communication Unit needs to have knowledgeable staff on networking to expand TCAA's partners' outreach.

**v. Decision-Making**

Communication and Public Relations team needs to be quickly in decision-making and react to all communication crisis situations especially that information that are harmful to the Authority and may tarnish its image.

**vi. 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.

**vii. 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.

**viii. Presentation skills**

Usually, the Communication unit speaks on the behalf of the Authority as they are responsible on organizing press conferences,

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 94 of 31</p>

preparing speeches, managing various events etc. So, the Unit needs to have qualified staffs with strong communication skills.

## 12.0 APPENDICES

### Appendix 1: 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 TCAA can use as a PR tool:**

#### a) 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:**

- (i) What is the key message that you want TCAA to communicate?
- (ii) Who constitute the key TCAA publics?
- (iii) What kind of response does TCAA expect from its publics? (i.e., what does TCAA want its publics to think or do after reading its brochure?
- (iv) How should the brochure be written, designed, and printed to elicit the response TCAA want? Does the brochure need pictures, graphs, drawings or other form of visuals?
- (v) Is the brochure written in a clear, error free, language that can be understood by your publics?

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 95 of 31</p>

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 TCAA'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.


**b) 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:

- i. A statement on a pertinent issue about the organization
- ii. A report on activities or events within the organization
- iii. An announcement on forthcoming events or activities Reactions to statements, press reports, opinions or views by others
- iv. 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.
- v. 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)

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 96 of 31</p>

- i. It must be clearly written and must consider the news format (Inverted pyramid)
- ii. It must have official logo, colors and name of the organization
- iii. It must have proper address and date of publication <sup>TM</sup> It must have a headline, stating the subject matter

**c) 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.

**d) 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 Hs of an event; e.g., What, When,

**Note on Publication**

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

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 97 of 31</p>


- ii. Do not forget to mention the authoritative source to be quoted by having them sign the press release,
- iii. Make sure the press release reaches the News editor of a news organization.
- iv. 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.

**e) Photography**

As the old cliché has had it, “a picture speaks a thousand words”. As such Photos are a powerful publicity tool that TCAA 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. TCAA must remember to give credit to a photographer by attaching his/her name to any photo the Authority 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.

**f) Cover Letter**


	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 98 of 31</p>

It is important to remember that whenever TCAA 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 must be short and interesting to warrant attention. Contact information must be provided in case the editor needs clarification or further interviews with TCAA spokesperson.

## **Appendix 2: Publicity Essentials**


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

- i. Staff, volunteers and TCAA's established contacts should be canvassed for names of media contacts.
- ii. Always match media outlets with the targeted audiences and the messages to be communicated.
- iii. Never mislead a reporter knowingly. Good reporters can detect misinformation or an outright lie right away. If discovered, the credibility of the organization is destroyed.
- iv. Make sure the story is newsworthy. Editors and reporters are busy people; they don't have time to sort through unimportant or trivial information.
- v. If the organization does not know the answer to a question, this should be acknowledged.
- vi. The organization can always find the answer and call back; If there's a reason why the organization can't answer a question, this should be admitted. A good reporter will respect this honesty.
- vii. Never use pressure to get publicity or favorable coverage, it has a way of backfiring; Keep news releases as short as possible.

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 99 of 31</p>

- viii. Check and double-check all information distributed to the media. Accuracy is essential.
- ix. Use the phone to maximize the benefits of the organization's publicity. A telephone call can confirm whether a press release sent was seen or any other important feedback.
- x. 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.
- xi. 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.
- xii. Don't call top editors, publishers, and broadcasters with anything less than a big story.
- xiii. Always have a contact person in media houses.
- xiv. 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.
- xv. Establish the organization's credibility as a valued and reliable source of information.
- xvi. Tailor press materials to fit the medium. Make efforts to know media deadlines and the ground rules for submitting information.
- xvii. Let one person be the media contact for the organization.
- xviii. Do not organize a news conference unless there is something of importance to inform the intended stakeholders.


**Appendix 3: Guideline for Implementation of Government Communication in Ministries, Independent Departments, Executive Agencies and Local Government.**

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p><b>Document</b> TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;"><b>Title: TCAA Organizational Chart</b></p>	<p style="text-align: right;"><b>Page 100 of 31</b></p>

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 programs 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, programs and policies; update sectoral and institution information in websites and advice divisions, units, extra-ministerial departments and executive agencies on production of various documents programs; produce and distribute various documents on sectoral and institutional reforms, produce and distribute


	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p><b>Document</b> TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;"><b>Title: TCAA Organizational Chart</b></p>	<p style="text-align: right;"><b>Page 101 of 31</b></p>

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 good 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


	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p><b>Document</b> TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;"><b>Title: TCAA Organizational Chart</b></p>	<p style="text-align: right;"><b>Page 102 of 31</b></p>

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 programs) 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 programs, formulate and produce strategies for public relations programs and activities, review and communication programs 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

	<p style="text-align: center;">TANZANIA CIVIL AVIATION AUTHORITY PUBLIC INFORMATION</p>	<p style="text-align: right;">Revision: 0</p>
<p>Document TCAA/QSP/DG's/PI-04</p>	<p style="text-align: center;">Title: TCAA Organizational Chart</p>	<p style="text-align: right;">Page 103 of 31</p>

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.**