

**NATIONAL ECONOMIC EMPOWERMENT COUNCIL**



**COMMUNICATION STRATEGY FOR 2025-2030**

## TABLE OF CONTENT

<b>TABLE OF CONTENT</b> .....	ii
<b>LIST OF ABBREVIATIONS &amp; ACRONYMS</b> .....	iv
<b>CHAPTER ONE</b> .....	5
<b>1.0 INTRODUCTION</b> .....	5
1.1 EXECUTIVE SUMMARY OF COMMUNICATION STRATEGY .....	5
1.2 Statement from the Executive Secretary .....	6
1.3 Background of the NEEC Communication Strategy .....	6
<b>CHAPTER TWO</b> .....	11
<b>2.0 MEANING STRATEGIC COMMUNICATION FRAMEWORK</b> .....	11
2.1 OBJECTIVES OF THE COMMUNICATION STRATEGY .....	11
2.1.1 General Communication Strategy Objective .....	11
2.1.2 Specific Objectives .....	11
2.2 RATIONALE FOR THE NEEC COMMUNICATION STRATEGY .....	12
2.3 SCOPE OF THE COMMUNICATION STRATEGY FOR NEEC .....	12
<b>CHAPTER THREE</b> .....	15
<b>3.0. SITUATIONAL ANALYSIS</b> .....	15
3.1. INTRODUCTION .....	15
3.2 STRENGTH, WEAKNESS, OPPORTUNITIES AND THREAT .....	15
<b>CHAPTER FOUR</b> .....	18
<b>4.0 AUDIENCE SEGMENTATION</b> .....	18
4.1 NEED FOR EFFICIENT MEDIA USE .....	18
<b>CHAPTER FIVE</b> .....	19
<b>5.0 ROLES OF NEEC AND STAKEHOLDERS</b> .....	19
5.1 Introduction .....	19
5.2 Role of the Public Relations and Communication Unit (PRCU) .....	19
5.3 Role of External Stakeholders .....	19
5.4 Role of Internal Stakeholders .....	20
5.4.1 Internal Communication Protocols .....	20

5.4.2 Authorized Representatives for Public and Media Engagement.....	20
5.5 Guiding Principles for Effective Communication .....	21
<b>CHAPTER SIX</b> .....	<b>23</b>
<b>6.0 CHANNELS OF COMMUNICATION</b> .....	<b>23</b>
6.1 Introduction .....	23
<b>CHAPTER SEVEN</b> .....	<b>25</b>
<b>7.0 ACTION PLAN</b> .....	<b>25</b>
<b>CHAPTER EIGHT</b> .....	<b>27</b>
<b>8.0 RESOURCES AND BUDGET</b> .....	<b>27</b>
8.1 Resources .....	27
8.1.1 BUDGET .....	27
8.2 TIMEFRAME .....	27
8.3 CONCLUSION .....	27

## **LIST OF ABBREVIATIONS & ACRONYMS**

NEEC	National Economic Empowerment Council
PRCU	Public Relations and Communication Unit
TV	Television
ES	Executive Secretary
SMS	Short Messaging Service

## CHAPTER ONE

### 1.0 INTRODUCTION

#### 1.1 EXECUTIVE SUMMARY OF COMMUNICATION STRATEGY

The **National Economic Empowerment Council (NEEC)** Communication Strategy (2025–2030) provides a structured framework to enhance how the Council communicates its mandate, activities, and results to stakeholders and the public. The strategy goes hand in hand with the **National Economic Empowerment Policy (2004)**, **Tanzania Development Vision 2050**, and other national frameworks to promote transparency, inclusivity, and citizen participation in economic empowerment initiatives.

The strategy seeks to strengthen NEEC’s visibility, credibility, and engagement by ensuring consistent, audience centered, and good communication. Its **general objective** is to advocate, educate, and disseminate information about the Forum. Specific objectives include:

- Increasing public awareness of NEEC’s programs and services.
- Promoting transparency, accountability, and stakeholder trust.
- Encouraging participation in entrepreneurship and empowerment programs.
- Supporting strategic advocacy and resource mobilization.
- Positioning NEEC as a national knowledge hub on economic empowerment.

A **SWOC analysis** identified strengths such as skilled staff, an established mandate, and strong media relations, while highlighting weaknesses like limited resources and insufficient public awareness. Opportunities include government support and technological growth, whereas high media costs and misinformation pose challenges.

Implementation will be led by the **Public Relations and Communication Unit (PRCU)** using both traditional and digital platforms radio, TV, print, website, social media, SMS, and public events to reach diverse audiences. The five-year Communication Strategy emphasizes measurable results, continuous feedback, and collaboration with stakeholders.

The five-year action plan outlines specific activities, indicators, and expected results for each objective covering awareness campaigns, training, stakeholder forums, and advocacy initiatives. Continuous monitoring, evaluation, and feedback mechanisms will assess communication impact and guide improvements.

Implementation requires an estimated **TSh 1.5 billion** over the five-year period (2025–2030), funded through government allocations, NEEC’s own sources, and contributions

from partners and stakeholders. The NEEC Communication Strategy 2025–2030 serves as the backbone of effective stakeholder engagement, institutional visibility, and public trust. For NEEC, it ensures that economic empowerment initiatives are clearly understood, widely accessible, and actively embraced by all Tanzanians.

## **1.2 Statement from the Executive Secretary**

It gives me great pleasure to present the National Economic Empowerment Council (NEEC) Communication Strategy for 2025–2030. This strategy serves as a guiding framework for strengthening communication, enhancing stakeholder engagement, and increasing the visibility of economic empowerment initiatives across Tanzania.

Through effective, transparent, and inclusive communication, NEEC seeks to promote public awareness, accountability, and collaboration in implementing empowerment programs that contribute to national economic growth. I extend my appreciation to all stakeholders who participated in the development of this strategy and reaffirm NEEC’s commitment to building an empowered nation where all Tanzanians can benefit equitably from economic opportunities.

## **1.3 Background of the NEEC Communication Strategy**

The National Economic Empowerment Council (NEEC) was established under the National Economic Empowerment Act No. 16 of 2004 with the primary mandate to coordinate, monitor, and evaluate economic empowerment initiatives and local content development across all sectors in Tanzania. NEEC operates under the Prime Minister’s Office and plays a central role in advancing inclusive economic growth by promoting policies, strategies, and programs that enable Tanzanians to actively participate in and benefit from the economy.

Effective communication is essential to the successful delivery of NEEC’s mandate. Over the years, NEEC has implemented a wide range of activities including training programs, funding facilitation, local content forums, and entrepreneurship exhibitions to support individuals, MSMEs, and other stakeholders. However, the visibility, accessibility, and public understanding of NEEC’s initiatives have remained limited in some areas due to gaps in strategic communication planning and coordination.

Recognizing this challenge, NEEC aims to strengthen its communication function by developing and implementing a dedicated Communication Strategy. The strategy is intended to guide how NEEC interacts with its various stakeholders including government institutions, the private sector, development partners, researchers, civil society organizations, non-government organizations and the general public. It also seeks to

enhance the Council's visibility, promote transparency and accountability, and increase public awareness of economic empowerment opportunities.

Furthermore, the Communication Strategy aligns with NEEC's broader institutional goals and Tanzania's development vision, including the aspirations of the Tanzania Development Vision 2025, the Third Five-Year Development Plan (FYDP III), and the National Economic Empowerment Policy of 2004. It also responds to directives from national coordination bodies such as the constitution of the United Republic of Tanzania, the Electronic and Postal communications Act of 2010, the Media Service Act of 2016, the Access to Information Act of 2016, and National ICT Policy (2016).), which emphasized the need for improved stakeholder engagement and information flow.

The development of this strategy is informed by a review of past communication practices, stakeholder consultations, and an assessment of current communication tools and channels. It provides a comprehensive framework to professionalize and modernize NEEC's communication efforts, ensure consistency in messaging, and foster inclusive participation in economic empowerment initiatives.

### **1.3.1 Mandate**

The National Economic Empowerment Council (NEEC) was established in 2005 under the National Economic Empowerment Act No. 16 of 2004 to oversee the effective implementation of the National Economic Empowerment Policy (2004). Operating under the Prime Minister's Office, NEEC is responsible for coordinating, monitoring, and evaluating economic empowerment initiatives, including local content development.

Following the amendment of Section 5 of the principal Act (CAP. 386), NEEC's mandate was further expanded to regulate, coordinate, facilitate, monitor, and evaluate institutions and organizations engaged in the implementation of economic empowerment activities.

### **1.3.2 Primary Functions of the Council**

According to Section 5(1) of the Act, the primary function of the Council is to implement the National Economic Empowerment Policy of 2004, as declared by the Government. In fulfilling this mandate, NEEC is tasked with developing a strategic institutional framework and national guidelines to support the planning, coordination, and execution of sectoral and multi-sectoral empowerment initiatives at all levels.

NEEC also coordinates entrepreneurship training and conducts research to support economic empowerment efforts. In this regard, the Council is specifically responsible for:

- i. Providing Tanzanians with opportunities to participate meaningfully in economic activities;
- ii. Encouraging and promoting savings, investment, and broad-based economic participation;
- iii. Promoting and supporting business ventures initiated and operated by Tanzanians;
- iv. Managing, administering, and identifying sources of grants and donations for the Empowerment Funds.

### **1.3.3 Goal of NEEC**

The overall goal of NEEC is to facilitate the development of an inclusive economy, where men, women, youth, and persons with disabilities can participate equitably and contribute significantly to the national gross domestic product (GDP). Through this, NEEC aims to support Tanzania's transformation into an upper-middle-income country.

## **1.4 VISION, MISSION AND CORE VALUE**

The Council's vision, mission and core values are as follows;

### **i. VISION**

A large share of the economy is owned and controlled by the majority of Tanzanians by 2030.

### **ii. MISSION**

To guide, facilitate, coordinate, monitor and regulate economic empowerment initiatives in Tanzania

### **iii. CORE VALUES**

- a) **Accountability:** NEEC leadership, management and staff will strengthen its credibility, take responsibility for operational delivery and be fully accountable to stakeholders;
- b) **Creativity:** Council members and staff are committing themselves to be creative during designing, planning, and implementation of empowerment interventions embedded in this strategic plan and to deliver creative solutions and output that will be highly beneficial to targeted enablers and Tanzanians who are empowered by NEEC;

**c) Integrity:** NEEC staff and other internal stakeholders affirm to the mandate of NEEC as a trusted leader and coordinator of country-wide empowerment, and will apply management, operational and monitoring and evaluation approaches which are ethical in line with NEEC values and will tackle any kind of intra-organizational and unethical behavior and corruption practices that may erode NEEC trust, as set out in the guiding national anticorruption legislation and guidelines;

**d) People Centered:** The NEEC staff will strive to provide its stakeholders with a positive customer experience in all its activities by continually improving its organizational culture in order to build trust and get stakeholder participation, support and feedback;

i. **Team work:** The Council will build effective and high performing teams to effectively implement set interventions and cross sectoral linkages;

ii. **Partnership:** The Council will effectively implement set interventions through partnerships and cross sectoral linkages;

iii. **Transparency:** The Council commits itself to serve Tanzanians in an honest and transparent manner according to the rules and regulations, and through annual stakeholder reporting and

v. **Result oriented:** The Council and Staff commits to focus on achieving end results and not the process in the discharge of its mandate.

## **1.6 Review of the Previous NEEC Communication Strategy**

NEEC has previously undertaken communication efforts through various platforms aimed at promoting economic empowerment initiatives and enhancing stakeholder engagement. While these efforts have contributed to increased awareness of NEEC's role and services, the implementation of the previous communication strategy revealed several strengths, gaps, and lessons that inform the development of a more robust and responsive strategy.

### **a) Key Achievements**

i. **Increased Public Awareness to various Actors Including Citizens on Economic Empowerment Issues:** NEEC successfully organized public campaigns, exhibitions, radio and TV programs, and stakeholder forums that helped introduce its mandate to broader audiences.

- ii. **Production of IEC Materials:** Several information, education, and communication (IEC) materials were developed and distributed to different target groups, helping to communicate key messages on empowerment programs and opportunities.
- iii. **Stakeholder Engagement Events:** NEEC managed to convene key stakeholders at various forums, such as Local Content Forums and Empowerment Fund exhibitions, contributing to a shared understanding of empowerment initiatives.

#### b) Gaps and Challenges Identified

- i. **Inadequate Use of Digital Platforms:** NEEC's presence on digital and social media platforms was limited and underutilized, reducing the ability to engage youth and urban audiences effectively.
- ii. **Weak Monitoring and Feedback Mechanisms:** There was no structured system to measure the impact of communication activities or gather feedback from target audiences to inform future efforts.
- iii. **Resource Constraints:** Budgetary and technical capacity limitations restricted the frequency, quality, and reach of communication campaigns, particularly at the regional and community levels.
- iv. **Internal Communication Gaps:** Weak coordination and information flow within NEEC departments and between headquarters and regional offices hampered consistency in message delivery and stakeholder relations.

#### c) Lessons Learned

- i. The review of the previous communication strategy highlights the need for a more comprehensive, well-resourced, and modernized communication approach. The new strategy builds on past experiences, address identified gaps, and align with NEEC's strategic priorities and the evolving communication landscape in Tanzania. The lessons learned are identified as follows;
- ii. Communication must be **proactive, inclusive, and sustained** to build long-term visibility and stakeholder trust.
- iii. **Digital transformation** is essential for reaching wider audiences, especially youth, entrepreneurs, and partners.
- iv. **Two-way communication** mechanisms, including feedback loops and engagement forums, are necessary to improve service delivery and responsiveness.

## CHAPTER TWO

### 2.0 STRATEGIC COMMUNICATION FRAMEWORK

The communication strategy aims to foster clear, consistent, and targeted messaging that effectively informs, engages, and mobilizes stakeholders towards the successful implementation of the economic empowerment activities. Through this strategy, NEEC seeks to enhance visibility, build public trust, and facilitate behavior change, collaboration, and accountability among all actors involved.

NEEC approach emphasizes transparency, inclusivity, responsiveness, and results-oriented communication ensuring that all messages are aligned with NEEC overall mission and are adapted to the needs of diverse audiences across various platforms.

The strategy serves as a guiding framework for internal and external communication, enabling coherent engagement with stakeholders, promoting awareness of key initiatives, and supporting decision-making processes through timely and accurate information dissemination.

### 2.1 OBJECTIVES OF THE COMMUNICATION STRATEGY

The five years communication strategy is designed to achieve both general and specific objectives as follows,

#### 2.1.1 General Communication Strategy Objective

The general objective of the communication strategy is to advocate, educate, disseminate information and communication (IEC) about various economic empowerment initiatives including local content issues, Empowerment funds and Programs, Community Microfinances Groups and Business Development Services.

#### 2.1.2 Specific Objectives

The specific objectives of the NEEC Communication Strategy are identified as follows:

- i. To increase public awareness and visibility of NEEC's mandate, programs, and services through effective use of media platforms, branding, and targeted information dissemination.
- ii. To promote transparency, accountability, and stakeholder trust by strengthening engagement and feedback mechanisms across all economic empowerment initiatives.
- iii. To encourage participation and behavior change in business formalization, access to funding, and training programs by delivering clear, accessible, and persuasive communication tailored to diverse target groups.

- iv. To support strategic advocacy and resource mobilization by effectively communicating national multi-sectoral economic empowerment priorities, guiding messaging, and identifying communication-related funding opportunities.
- v. To position NEEC as a knowledge hub on economic empowerment and local content related matters

## **2.2 RATIONALE FOR THE NEEC COMMUNICATION STRATEGY**

NEEC plays a pivotal role in coordinating, monitoring, and facilitating economic empowerment initiatives and local content development across Tanzania. In an effort to effectively fulfil its mandate, NEEC will ensure that its goals, programs, and achievements are clearly communicated to all stakeholders, including government institutions, development partners, private sector actors, and the general public.

Despite significant efforts and achievements in economic empowerment, there remains a communication gap that hinders widespread understanding, engagement, and participation in NEEC's initiatives. Diverse target beneficiaries, especially at the grassroots level, are not fully aware of available opportunities, support mechanisms, or how to engage with NEEC. Moreover, stakeholders often encounter timely access to accurate and relevant information about NEEC's strategies, performance, and impact.

A well-designed communication strategy is therefore essential to:

- i. Strengthen awareness and visibility of NEEC's mandate, programs, and services;
- ii. Facilitate the dissemination of timely, accurate, and relevant information;
- iii. Promote transparency, accountability, and stakeholder trust;
- iv. Encourage active participation and ownership of empowerment initiatives by communities and partners;
- v. Support behaviour changes and policy influence through strategic advocacy and information sharing.

The communication strategy will serve as a guiding framework to ensure that all NEEC communications are consistent, inclusive, audience-cantered, and aligned with its strategic goals. It will also support resource mobilization, partnership development, and evidence-based decision-making through enhanced information flows and feedback mechanisms. Ultimately, the strategy aims to position NEEC as a visible, credible, and accessible institution committed to empowering Tanzanians through inclusive economic growth.

## **2.3 SCOPE OF THE COMMUNICATION STRATEGY FOR NEEC**

The scope of the communication strategy covers all communication efforts both internal and external undertaken by the National Economic Empowerment Council (NEEC) to promote awareness, understanding, engagement, and participation in economic

empowerment and local content initiatives in Tanzania. Specifically, the strategy applies to:

**(i) Institutional Communication**

Ensuring consistent and coherent communication of NEEC's mandate, strategic objectives, programs, services, and achievements to all stakeholders, including the general public, government institutions, the private sector, civil society, development partners, and the media.

**(ii) Public Awareness and Outreach**

Enhancing the visibility and public understanding of NEEC's initiatives, opportunities, and services through targeted campaigns, educational content, community engagement, and multi-channel dissemination strategies (e.g., print, broadcast, digital, and social media).

**(iii) Stakeholder Engagement**

Facilitating effective dialogue, collaboration, and feedback mechanisms with key stakeholders including MSMEs, startups, youth and women groups, business development service providers, and local authorities to foster trust, transparency, and collective ownership of economic empowerment efforts.

**(iv) Internal Communication**

Strengthening internal information flows and coordination across NEEC departments, regional offices, and affiliated institutions to ensure alignment, efficiency, and shared understanding of goals and messaging.

**(v) Crisis and Issues Communication**

Providing structured approaches for managing communication during crises, public criticism, or misinformation, ensuring timely and transparent responses that protect NEEC's credibility and public trust.

**(vi) Advocacy and Policy Communication**

Supporting evidence-based advocacy efforts by clearly communicating policy positions, research findings, and recommendations to policymakers, legislators, and development partners.

**(vii) Branding and Image Building**

Enhancing NEEC's corporate image, credibility, and recognition as a leading institution in promoting inclusive economic empowerment and local content development.

**(viii) Monitoring and Evaluation of Communication Activities**

Establishing measurable indicators and feedback tools to assess the effectiveness and reach of communication efforts, and to inform continuous improvement.

The strategy will be implemented across all national, regional, and community levels, using a phased approach that aligns with NEEC's strategic plan and resource availability. It will be a dynamic framework, regularly reviewed and updated to respond to changing communication needs and stakeholder expectations.

## CHAPTER THREE

### 3.0. SITUATIONAL ANALYSIS

#### 3.1. INTRODUCTION

The situational analysis was conducted based on the SWOC Analysis Method in order to identify the Strength, Weaknesses, Opportunities and Challenge of the National Economic Empowerment Council (NEEC) with regards to the communication activities and their role in enabling NEEC to achieve its objective. The SWOC analysis reflected on the internal environment of the NEEC in relations to Communication initiatives as well as how the institution communicates with the external stakeholders. This situation analysis provides a general picture on the NEEC existing situation for the Communication strategy to address and ultimately improve how does the institution communicates its endeavors.

#### 3.2 STRENGTH, WEAKNESS, OPPORTUNITIES AND CHALLENGE

STRENGTH	
NEEC is an autonomous, legally established Institution and mandated to implement its vision and mission,	NEEC operate independently, guided by the Act number 16 of 2004 established an institution.
NEEC has an existing communication strategy	NEEC already has a system in place guided by an outdated Communication strategy that can be capitalized to development of the new strategy and strengthen its Communication.
Existence of man power with knowledge and experience on public relations and communication	NEEC has qualified staff who can potentially manage the Communication Strategy effectively.
NEEC has communication working tools (computers, camera, internet, printers, scanner, telephones);	NEEC has all the equipment needed to communicate effectively, such as computers and internet access which are critical in implementing this Communication Strategy.
Presence of NEEC website and social media outlets;	NEEC existing website and social media platform can be helpfully in sharing information quickly and reach more people

	and so facilitating implementation of the strategy
Presence of NEEC calendars of events	NEEC has been maintaining its Calendar of events of which the practice can be of advantage in implementing this Communication strategy.
<b>WEAKNESSES</b>	
Inadequate public awareness on NEEC mandate and objectives	Many people don't know what NEEC does or what its goals are.
Insufficient budget allocation for communication unit	There are limited resources allocated to Communication Unit to effectively manage communication activities.
Limited reliable transport for communication activities	It's hard for NEEC staff to travel for communication work due to transport challenges.
A perception that Communication activities viewed as a cost rather than a tool to enhance delivery	Some staff think communication is just an expense, not something that helps NEEC achieve better results.
<b>OPPORTUNITIES</b>	
Good relationship with Media Houses	NEEC have been maintaining relation with TV stations, radio, and newspapers, which are helpfully in helping to share its messages.
Diverse presence of communication channels such as Mainstream and social media	There are many ways NEEC can communicate like radio, TV, and online platforms.
The technological advancement and professionalism of communication industry in the country,	The communication sector is growing and improving, which NEEC can use to its advantage.

NEEC top management Commitment and prevailing support to the Government communication unit	NEEC Management is deeply concern with Communication initiative hence this can be helpfully in implementing the strategy.
<b>CHALLENGE</b>	
Expensive media costs on Radio, Television & Newspaper	Advertising or sharing messages through the media is very costly for NEEC.
Inaccurate media reporting of the NEEC activities.	Sometimes, the media might report wrong or misleading information about empowerment.
Low skills and knowledge among citizens	Majority of Tanzanians Confusing Empowerment with only financing.

## CHAPTER FOUR

### 4.0 AUDIENCE SEGMENTATION

This NEEC communication strategy bridges the gap to both Public, Private, groups and individual stakeholders with suitable channel of reaching them. The Communication channel applied to different stakeholders will base on the different needs and objectives of the stakeholders.

The key stakeholders can be Private Sector includes Community Groups, Cooperatives, Individuals entrepreneurs, civil society organizations Sectoral Membership Organizations as well as public sector institutions such as Ministries and Government Agencies and Institutions.

These stake holders are normally serves as the key players in supporting efforts of the Council to coordinate and implement the economic empowerment policy in the country. The communication strategies will bridge the gap to both Public and Private stakeholders with suitable channel of reaching them.

NEEC STAKEHOLDERS	
PUBLIC SECTOR	PRIVATE SECTOR
<ul style="list-style-type: none"><li>i. Ministries</li><li>ii. Agencies</li><li>iii. Department</li><li>iv. LGAs</li><li>v. Academia</li><li>vi. Research Institutions</li></ul>	<ul style="list-style-type: none"><li>i. Cooperative</li><li>ii. Community Groups</li><li>iii. Membership Organizations</li><li>iv. Civil Society Organizations</li><li>v. Academia</li><li>vi. International Development Partners</li><li>vii. Research Institutions</li><li>viii. Individual Citizens</li></ul>

### 4.1 NEED FOR EFFICIENT MEDIA USE

NEEC is providing services across the Nation and so reaching out different stakeholders with different status. NEEC needs to priorities and give focus on and working with fast and strong channels of communication to deliver messages. Currently, NEEC is working with all Media and using all channels to reach its audience and Stakeholders.

## CHAPTER FIVE

### 5.0 ROLES OF NEEC AND STAKEHOLDERS

#### 5.1 Introduction

An effective communication strategy for NEEC requires good coordination within the organization and collaboration with external partners. The Public Relations and Communication Unit (PRCU) is responsible for managing communication activities and ensuring that important messages reach both internal teams and outside audiences. This chapter explains the main duties of the PRCU in handling NEEC's communication, highlights the roles of key external stakeholders and guiding principles.

#### 5.2 Role of the Public Relations and Communication Unit (PRCU)

1. Disseminate Policy Information to NEEC staff and stakeholders by translating and communicating the 2004 Economic Empowerment Policy using accessible formats such as emails, memos, staff meetings and WhatsApp groups.
2. Produce Communication Materials including brochures, policy briefs, reports, and pamphlets that are accurate, relevant and easy to understand for various audiences.
3. Coordinate Meetings and Events such as forums, workshops, and internal briefings by organizing logistics and ensuring effective participation.
4. Manage Media Relations and Monitor Coverage by preparing press releases, media kits and public statements while tracking media and digital platforms to assess public perception.
5. Facilitate Internal Communication through regular briefings, staff orientation materials and open feedback channels, especially during organizational changes like restructuring or expansion.
6. Build Communication Capacity by organizing training sessions in media engagement, digital content creation, public speaking, and crisis communication for the communication team.
7. Establish Feedback Mechanisms such as surveys, suggestion boxes and online platforms to gather public and stakeholder input to continuously improve communication.

#### 5.3 Role of External Stakeholders

1. Provide financial, technical, or logistical support to enhance communication efforts.
2. Train NEEC's communication team or its target audiences on effective messaging and engagement strategies.
3. Develop joint communication materials or campaigns that align with NEEC's messaging.
4. Help raise awareness about NEEC's initiatives and mobilize public participation.

5. Act as conduits for spreading key messages to the public through various channels.
6. Serve as channels for gathering citizen or stakeholder feedback and delivering it to NEEC.
7. Help assess communication outcomes and recommend improvements.
8. Collaborate on monitoring and evaluation efforts to improve message reach and relevance.

#### **5.4 Role of Internal Stakeholders**

To maintain the integrity, consistency, and credibility of institutional communication, only designated individuals are permitted to represent the institution in public forums or engage with the media. All other staff members are required to adhere strictly to internal communication protocols and defer any external communication responsibilities to the appropriate channels. This approach safeguards the institution's image and ensures alignment with official messaging.

##### **5.4.1 Internal Communication Protocols**

The following internal communication protocols shall guide staff interactions with the public and media:

- i. **Authorized Representation:** Only individuals formally authorized may speak on behalf of the institution.
- ii. **Pre-Approval of Public Communications:** All public statements, press releases, or media interviews must be reviewed and approved by the Communications Office or senior management prior to dissemination.
- iii. **Referral of External Inquiries:** Staff must direct all media or public inquiries to the ES or the PRCU to ensure appropriate and consistent responses.
- iv. **The main channel of Communication in the Institution shall be through email.** Others may be through Internal Memo, Directives, Noticeboard, e-office, e-board.

##### **5.4.2 Authorized Representatives for Public and Media Engagement**

The following individuals are authorized to communicate with the public or media on behalf of the institution:

- i. **The Executive Secretary (ES)** – Serves as the principal spokesperson of the institution.
- ii. **The Head of the Public Relations and Communications Unit (PRCU)** – May speak on behalf of the institution upon receiving formal approval from the Executive Secretary.

- iii. The Chairperson of the Council – Authorized to communicate on matters related to the Board’s directives and the conduct of its business.
- iv. Other Staff Members – May be permitted to speak publicly only with the prior written approval of the Executive Secretary and strictly within the scope of authorization granted.

### **5.5 Guiding Principles for Effective Communication**

To achieve optimal communication results, NEEC through the PRCU will implement the following practical guiding principles:

- i. Conduct a comprehensive mapping of all key external stakeholders, categorizing them by sector and level of influence, to enable targeted communication efforts and the development of strategic partnerships;
- ii. Ensure full alignment with national development goals, policy priorities, and sectoral strategies to reinforce the relevance and legitimacy of communication initiatives;
- iii. Define and monitor measurable outcomes and impact indicators to evaluate the effectiveness of communication strategies and inform continuous improvement;
- iv. Engage stakeholders at the earliest stages of communication planning and design, to foster ownership, inclusivity, and alignment with shared objectives;
- v. Establish Memoranda of Understanding (MoUs) or formal collaboration frameworks with key partners to promote structured and sustained cooperation.
- vi. Implement regular feedback mechanisms, such as stakeholder forums, digital surveys and joint reporting processes, to assess performance and address emerging needs in a timely manner;
- vii. Adopt a multi-channel communication strategy to ensure outreach across diverse audiences, using appropriate platforms such as radio, print media, social media, and community engagement meetings;
- viii. Guarantee inclusiveness and accessibility by producing communication materials in multiple languages and formats suitable for persons with disabilities and other marginalized groups;
- ix. Foster transparency and openness in all communication efforts to enhance accountability and build trust among stakeholders and the general public;
- x. All staff must obtain prior approval from the designated authority before engaging in any form of communication with the media or public, unless such communication falls explicitly within their assigned responsibilities;
- xi. Communication authorization must be scope-specific, with individuals permitted to speak only on matters for which they have formal expertise or delegation; and,

- xii. All authorized representatives must strictly adhere to the organization's official positions and messaging guidelines, ensuring consistency and credibility across all communication.

## CHAPTER SIX

### 6.0 CHANNELS OF COMMUNICATION

#### 6.1 Introduction

Effective communication is essential for the National Economic Empowerment Council (NEEC) to fulfill its mandate of promoting economic empowerment across Tanzania. To achieve this, NEEC employs a comprehensive range of communication channels designed to disseminate information clearly, reach diverse audiences and facilitate stakeholder engagement. These channels combine traditional media and modern digital platforms to ensure timely, inclusive and accessible communication.

The choice of appropriate channels and tools is an important aspect for effectively communicating key messages to the target audiences. The channels and tools to choose should guarantee that the messages will reach the target audience. Other considerations for choosing channels and tools include the frequency of access and preference, credibility of the medium content, style, authoritative and relevance to the target group's motives and interests.

This chapter outlines the key communication channels utilized by NEEC, demonstrating how each medium contributes to enhancing public awareness, improving transparency and fostering active participation in the Council's initiatives.

##### **a) Information Briefings**

NEEC produces concise, analytical briefings on its activities and events. These briefs are disseminated online through the Council's website and social media platforms to maximize reach and ensure stakeholders receive up-to-date information efficiently.

##### **b) NEEC Website**

The bilingual (Swahili and English) NEEC website serves as the primary platform for sharing comprehensive information, including reports, updates, and resources. The website is regularly updated and optimized for mobile access, ensuring accessibility to a broad audience, both locally and internationally.

##### **c) Social Media**

NEEC actively maintains accounts on Facebook, Twitter (X), and WhatsApp to engage with younger and urban audiences. These platforms are leveraged to share news, direct users to the website and distribute multimedia content that enhances public understanding and participation.

#### **d) Publications**

NEEC develops and distributes printed materials such as brochures, reports, and pamphlets through strategic partners, including universities and training institutions. The Council solicits feedback on these publications to continuously improve content relevance and effectiveness.

#### **e) Press and Media**

Press releases and organized press conferences are utilized to announce significant developments and new initiatives. NEEC maintains ongoing relationships with media outlets to ensure sustained coverage of its activities.

#### **f) Events and Forums**

NEEC staff participates in conferences, seminars, and workshops to share knowledge and build capacity. Additionally, the Council plans to host annual stakeholder forums to encourage dialogue and gather input on its programs.

#### **g) Broadcast Media**

Community and national radio remain vital channels for reaching rural and underserved populations. NEEC employs interactive formats such as talk shows and call-in programs to foster engagement. Television is also used to raise public awareness on a wider scale

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

The Council shall initiate the use of Hotline and short code numbers for bulk short messaging services (SMS) to improve stakeholders' communication by sending reminders and follow up on various issues on the service rendered, sensitize feedback and comments from stakeholders.

#### **i) 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 PRCU as part of publicity tools as appropriate.

#### **j) Features/documentaries**

PRCU 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.

## CHAPTER SEVEN

### 7.0 ACTION PLAN

Communication Objectives	Activities	Indicators
To increase public awareness and visibility of NEEC's mandate, programs, and services through effective use of media platforms, branding, and targeted information dissemination.	<ul style="list-style-type: none"> <li>i. Production of brochures, magazine and newsletters with relevant information of NEEC</li> <li>ii. Updating on the websites each and every information related to Empowering people Economically</li> </ul>	<ul style="list-style-type: none"> <li>i. Number of printed materials produced for publicity</li> <li>ii. Number of websites viewers</li> <li>iii. Number of viewers and subscribers in our social medias</li> </ul>
To promote transparency, accountability, and stakeholder trust by strengthening engagement and feedback mechanisms across all economic empowerment initiatives.	<ul style="list-style-type: none"> <li>i. To conduct various forums with stakeholders</li> <li>ii. To report the Council events on the media houses</li> <li>iii. The use of Bulk Messages</li> </ul>	<ul style="list-style-type: none"> <li>i. To check the total number of meetings conducted</li> <li>ii. Number of NEEC events being reported.</li> <li>iii. To check all radio and TV programs regarding Economic Empowerment initiatives</li> </ul>
To encourage participation and behavior change in business formalization, access to funding, and training programs by delivering clear, accessible, and persuasive communication tailored to diverse target groups.	<ul style="list-style-type: none"> <li>i. To promote the National Business Development Supplies Guideline to the Public.</li> <li>ii. To conduct Trainings by Segmentation.</li> </ul>	<ul style="list-style-type: none"> <li>i. To monitor number of Forums conducted to promote the Guideline.</li> <li>ii. To monitor press cuttings</li> <li>iii. Number of Documentaries released</li> <li>iv. Number of Training Programs.</li> </ul>

<p>To support strategic advocacy and resource mobilization by effectively communicating national multi-sectoral economic empowerment priorities, guiding messaging, and identifying communication-related funding opportunities.</p>	<ul style="list-style-type: none"> <li>i. To update information on social media networks</li> <li>ii. To organize meetings with stakeholders</li> <li>iii. To conduct meetings with media editors.</li> <li>iv. To conduct meetings with Journalists</li> </ul>	<ul style="list-style-type: none"> <li>i. Number of attendants in the meetings</li> <li>ii. Number/Amount of resources mobilized</li> <li>iii. To monitor number of responses in the social media networks.</li> <li>iv. To monitor number of meetings held with the editors and Journalists.</li> </ul>
<p>To position NEEC as a knowledge hub on economic empowerment and local content related matters</p>	<ul style="list-style-type: none"> <li>i. To promote entrepreneurship trainings</li> <li>ii. To cooperate with Educational Institutions on making good and effective Curriculums</li> <li>iii. To produce video and audio documentaries on successive stories.</li> <li>iv. To produce articles regarding the NEEC Economic Empowerment Opportunities and activities.</li> </ul>	<ul style="list-style-type: none"> <li>i. Number of Trainings done.</li> <li>ii. Number of MoU entered with Educational Institutions.</li> <li>iii. Number of Videos and Audios documentaries produced.</li> <li>iv. Number of economic empowerment opportunities in strategic projects being publicized.</li> </ul>

## CHAPTER EIGHT

### 8.0 RESOURCES AND BUDGET

#### 8.1 Resources

The resources necessary to execute the Communication Strategy for NEEC may differ from year to year due to the basis of the communication challenges and opportunities involved. At the moment, a total of Tshs 1,000,000,000/= for media communications and public engagement will be spent from July 2025 to June 2030. As the communications budget should reflect the available resources. However, some of the communications costs in the past have been covered by stakeholders and partners. But the expected budget for the implementation of this communication strategy will be **1 billion**. However, the fund for this Implementation will come from the Government, Own Source, Stakeholders and Development Partners.

#### 8.1.1 BUDGET

- i. Publication
- ii. Social media (online media)
- iii. Newspapers
- iv. Radio and TV Broadcasting services
- v. Internet services
- vi. Press Conferences
- vii. Billboards
- viii. Brochures
- ix. Banners
- x. Posters
- xi. Fliers
- xii. Documentaries
- xiii. Special Programs
- xiv. Boosting our social media accounts
- xv. Boosting Adverts
- xvi. All of the above needs to be on annual basis

#### 8.2 TIMEFRAME

It should reflect the annual calendar but it will start to be used once it is approved by the Council.

#### 8.3 CONCLUSION

A good communication strategy is the backbone of effective stakeholder engagement, institutional visibility, and public trust. For NEEC, it ensures that economic empowerment initiatives are clearly understood, widely accessible, and actively embraced by all

Tanzanians. By combining transparency, inclusivity, and innovation, the strategy will not only strengthen NEEC's credibility but also foster collaboration, mobilize resources, and inspire behaviour change. Ultimately, a well-executed communication strategy positions NEEC as a trusted leader and knowledge hub, driving inclusive growth and enabling citizens to meaningfully participate in and benefit from the national economy.