Policy Forum

Communications Strategy

List of Abbreviations

BWG	Budget Working Group
CBOs	Community-Based Organisations
CSOs	Civil Society Organizations
LGWG	Local Government Working Group
MDA	Ministry, Departments, Agency
NGOs	Non-Governmental Organisations
PETS	Public Expenditure Tracking System
PF	Policy Forum
Tanzania All Media and Products Survey	TAMPS

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Executive Summary

The Policy Forum communications strategy provides a framework for communicating key messages to different stakeholders as part of implementing its mission to make policies work for the people of Tanzania by encouraging greater dialogue and influencing policy processes.

Included in this strategy is a review of the current communication tools used to promote the organisation's messages to its key audiences and suggestions on their improvement. The strategy complements any existing communication plans of stakeholders. Hence, this communications strategy will guide all communications activities on behalf of Policy Forum Network.

This document highlights the important aspects of the network's process and reflects the complexities, challenges and opportunities faced in the three key areas of poverty reduction, equity and democratisation.

Further outlined herein are the different communications that Policy Forum is involved in namely communication between PF and its stakeholders, communication amongst PF members, and the role of the PF Secretariat in facilitating all communications.

Finally, the strategy also includes a section on monitoring and evaluation. It proposes a need for evaluating the efficiency of PF's use of media outlets if the limited resources at its disposable are to be maximised.

Overall, there are key principles that inform this strategy:

- For PF to achieve its objectives, good communication with every individual, group and organisation it interacts with is required.
- Communication is a two-way process. Dissemination of information requires channels for feedback.
- Information disseminated by PF should be easily and widely accessible to all stakeholders. Equally, channels for feedback from various stakeholders should also be easily accessible.
- In order to continuously be in touch with all stakeholders, be they Community-based Organisations (CBOs) or Development partners, a constant review of communications strategies is required.

Chapter 1 Background

1.0 Introduction

Policy Forum is a network of over 50 non-governmental organisations registered in Tanzania and joined together by their specific interest in influencing policy processes to enhance poverty reduction, equity and democratisation. Specifically, the network has the following mission, vision and objectives.

Vision:

Policy Forum is an independent body that envisages a future where policy processes are participatory and involve the broad-based engagement of all sectors of society, including NGOs and the people they work with, in an accountable, empowered, informed and informing manner, at all stages in the policy process and at all levels of society.

Mission:

Policy Forum will encourage NGOs to work together to open up and influence policy processes that improve the lives of all people, especially those who are socially disadvantaged and impoverished, in order to empower them to self-organise and become part of a movement for change.

Objectives:

1. To analyse and independently monitor the implications, impact and implementation of policies. This includes ensuring that the resulting information is used by a broad base of civil society and advocacy groups to improve the effectiveness and quality of their advocacy.

2. To disseminate Policy Forum's analysis and monitoring information to policy makers, civil society and the general public in a manner that is accessible, relevant and useful to the intended target audience.

3. To enhance the capacity of civil society organisations in understanding, monitoring, and strategically, proactively and effectively engaging with and influencing national and local policy processes.

4. To ensure that active participation by Policy Forum as a network in national policy processes is selective and strategic in order to enhance the quality of engagement and to engage where impact is most likely to be achieved. So as to achieve this objective within the framework of Poverty Reduction, Equity and Democratisation, three main focal areas related to Governance and Accountability have been selected:

   a. **Local Governance:** This includes the regional, council and sub-council levels and activities herein focus on strengthening the link with citizens.

    b. **Public Money:** This centres on issues relating to the acquisition, use and monitoring of public money and enabling citizens to gain more influence over the use of such funds.

    c. **Active Citizen Voice:** This includes enhancing citizens' influence over how they are governed and how their resources are used by augmenting their voice through improving access to information particularly in sections of society that are socially and/or economically marginalised.

In light of the above, a communications strategy is required to take an approach that constitutes the following:

- Establishment of mechanisms that ensure two-way flow of information between Policy Forum and its target audiences. These mechanisms will be tested and regularly reviewed.
- Provision of timely and relevant information in various formats so as to ensure that all stakeholders acquire materials that suit their particular needs.
- Establishment of various mechanisms that facilitate broad participation of stakeholders in poverty reduction, equity and democratisation issues.
- Provision of timely and relevant information in versions that can be understood by all sections of society so as to enhance the participation of citizens in decision-making processes.
- Provision of timely and relevant information to Policy Forum members so that they are constantly aware of the activities of the network and can actively engage in its processes.
- Monitoring and evaluation of the impact of the various communication channels employed.

1.1 Rationale for the Strategy

Usually, very little of what makes excellent and effective communications is noticeable. Much of it is behind-the-scenes efforts to put the procedures in place and to cultivate an organisational culture which sustain the noticeable good communications. Achieving Policy Forum's objectives requires a lot of effort in effective and efficient communication with every stakeholder involved in poverty reduction, equity, and democratisation initiatives, together with the citizenry at large.

A significant element of any organisation's function is to disseminate information that is relevant, timely and easily accessible. To this end, Policy Forum acknowledges the significance of communication that encompasses all media and is dedicated to ensuring that the information it disseminates meets the expectations of various stakeholders, the citizenry at all societal levels, and the internal information needs of its members. Moreover, for a network of NGOs to work closely, efficiently, and effectively, communication is paramount. Policy Forum envisions a vibrant domain whereby relevant and timely information is shared amongst members.

Information enables citizens to partake in policy processes; Development Partners need information for policy development; the government needs

information for decision-making, policy formulation and guiding its implementation; and Policy Forum members need information so as to maximise their capacity to influence policy processes through analysis and monitoring of policy development and augmenting citizens' voice. However, timely and relevant information is not enough to tackle the complex challenges brought about by poverty and inequality. For communication to be effective, information needs to flow both ways and hence adequate channels for feedback need to be devised. Policy Forum envisions a two-way communication process that enables citizens and other stakeholders to enunciate their needs and wishes.

Lastly, Policy Forum recognises the vast amounts of money used in media-related activities both by its members individually and as a network. It is therefore committed to devising evaluation and monitoring mechanisms that will ensure funds spent on such channels of communication are cost-effective and deliver outcomes as outlined in its Strategic Plan.

1.2 Outline

The communications strategy hence has three chapters. The introduction provides background information and context of the strategy. Chapter 2 presents the current communications situation and challenges facing PF while Chapter 3 outlines the draft implementation plan including the duration of this communication strategy.
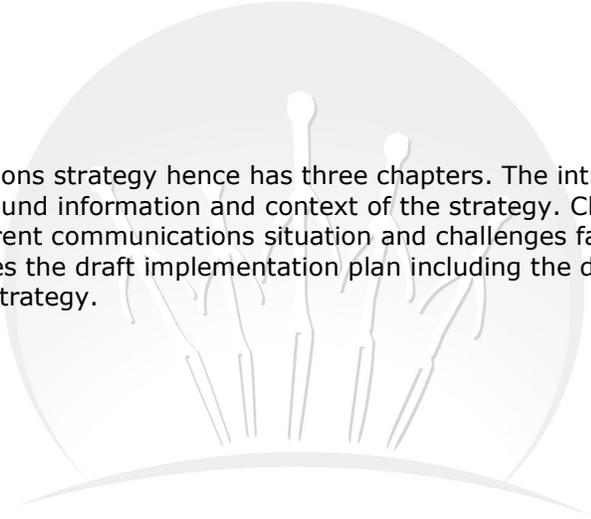
Chapter 2 Current Situation

2.1 Introduction

This chapter assesses the current communication approach between Policy Forum and various stakeholders on the one hand, and within the member-led network on the other. It also looks at how the Policy Forum Secretariat produces materials in accordance to the objectives set out by the network. Lastly, it proposes a need for evaluating the efficiency of PF's use of media outlets.

2.2 Communication with Stakeholders

PF's stakeholders are those individuals and groups that have an interest, claim and rights in the network's activities. The target audience for Policy Forum's communications strategy include primary and secondary stakeholders. This distinction is important so as to enable the prioritisation and effective use of PF's resources and time.

Primary Stakeholders: This group is one without whose participation PF cannot function properly. There is a strong interdependence between the two and hence the network's communications should reflect this by making them the core target group. This group includes:

- Policy Forum members
- Other Civil Society Organisations (CSOs)
- Community-Based Organisations (CBOs)

Secondary Stakeholders: This group entails all those who influence or shape, or are influenced or shaped by, the network's activities.

- Tanzanian citizens
- Media
- National Government including Ministries, Departments and Agencies (MDAs)
- Regional Authorities
- Local Government Authorities (LGAs)
- Academic Institutions
- Trade Unions
- Development Partners (locally-based and international)
- International Organisations

Our communications endeavors will concentrate on outreach to organisations and media outlets that cater for the above audiences (i.e., main conduits of information). Specifically, Policy Forum currently uses a variety of means to target the above listed stakeholders and receive feedback from them.

2.3 Communications Primary Stakeholders

Working Groups

Policy Forum communicates with its members by several means. However, one of the most rigorous mechanisms is through working group activities. Currently, there are two working groups namely the Budget Working Group (BWG) and the Local Government Working Group (LGWG).

The BWG meets on a monthly basis and their main focus is the use and acquisition of public money at the national and sub-national levels. Their work includes analysing public budgets and examining the budget process from a civil society perspective, producing analytical briefs from time to time for public dissemination, conducting various advocacy activities to influence policy-making and implementation, and to provide a forum for shared learning and capacity enhancement in budget analysis and advocacy. The production of the Pre-budget Briefs mentioned above is an example of the hard work that the group puts in.

The LGWG meets at the end of every month and its main activities are geared towards supporting and influencing national level policies on Local Government Reform. The reform programme aims to transfer duties and financial resources from the central government to Local Authorities and hence the group focuses on monitoring this decentralisation. It also monitors governance and accountability issues in Local Government. The LGWG has produced a booklet which is a guide for citizens on good governance at Local Government level and is currently working towards updating it. The group is also in the process of releasing a Public Expenditure Tracking System (PETS) Video and DVD as part of its efforts to create more awareness of how public funds should be spent at Local Government level.

PF recognises that such face-to-face meetings are the most effective way to get members within the network interacting and exchanging ideas. Smaller groups help create closer bonds and put participants at ease to address issues. PF will continue to facilitate such interactions within the network and will support further efforts to form working groups of a similar nature as part of achieving its objectives.

Other Communication Tools with Primary Stakeholders

Newsletter: Policy Forum also produces its flagship *Sera* Newsletter every quarter and distributes it in both electronic and hard copies to its members. Newsletters are known as an effective means of internal communications. For a network like PF, it can mean that members are better informed about the activities and hence feel more involved in the organisation and ultimately contribute more to fulfilling its objectives. PF will make internal communications like the *Sera* Newsletter and other means a priority so as to motivate everyone involved. Although only one issue has been released so far, it did not have any contributions from PF members. It is paramount that future issues of this newsletter involve the network's members so as to create a greater sense of belonging which will in turn secure their belief in PF's objectives (members who see their contributions will continue to work to help make things happen). Future issues could also have citizens' testimonials or views and members' success

stories. It is vital that the *Sera* Newsletter is not reduced to simply being the Secretariat's mouthpiece creating the 'us' and them 'them' scenario.

Email: PF sees communication by email as very effective and a relatively cheap way of getting all members informed about its various activities especially on short notice. However, there are several weaknesses with this tool. Firstly, members access their emails at irregular intervals – some daily and others weekly. This means that with very urgent communication, the telephone still has to be used. Secondly, sometimes too many notices are sent at once desensitising members who as a result miss the important PF messages. PF will work to filter messages to ensure only the useful reach their intended target audience. This could be partly achieved by better use of the PF website. Information on upcoming events could be posted online as well as use of the website's bulletin board. This should help avoid the problem of sending irrelevant information to those who do not need it. The third weakness is with regards to size and accessibility. Some emails sent out have bulky attachments that are difficult for members who are upcountry to download especially if they have limited internet time and connection speed. The PDF documents are also not ideal particularly if they have many pages. PF will ensure that future documents are much more text-based and any PDF files that are required are made available on the website.

Monthly mail outs: In order to effectively engage PF's upcountry members, a system of sending out monthly information packs needs to be set up. These information packs will include documents such as relevant policy information and reports, the quarterly *Sera* Newsletter and minutes of monthly meetings. For this, a special mailing list needs to be created and a date for the materials to be posted needs to be set, preferably towards the end of the month. Members will also be encouraged for inputs on how to further develop the system so that it relevant and useful.

Member orientation: A system for thorough orientation of new members that is founded upon PF's principles and best practices is required. This will help new members understand how to best use the network and engage and contribute effectively to its activities. Hence, a new-member orientation guide needs to be developed which will include the following:

- Formal welcome message
- History, mission and objectives of the network.
- Organisational structure and MEMARTS
- Introduction to advocacy and policy issues
- The value of participation in decision-making processes
- The value of Working Group activities
- The value of regional networks
- The importance of feedback from members

New-member orientation can in the future be enhanced by the production of an interactive CD-ROM which entails the above aspects. The Annual General Meeting should also be used as an opportunity to introduce and welcome new members so that they receive special recognition from the older members.

2.4 Role of the PF Secretariat

The PF Secretariat coordinates the activities of the network. As such, its Communications Team which entails the PF Coordinator and the two Policy and Advocacy Officers is charged with communications as directed by the Steering Committee. The Coordinator provides strategic direction for the team's efforts and the Policy and Advocacy Officers provide day-to-day direction and implementation of the PF communications strategy. Hence, the team's core functions involve:

- *Linking policy and advocacy information to members and partners who can use it in a relevant and accessible format:* This is one of the most valued services that Policy Forum provides according to feedback from members. There have been 2 primary means of communication so far within Policy Forum. These are e-mail and regularly scheduled meetings (such as the monthly meeting, and working group meetings). While this has enabled the Secretariat to share information quickly and to gather views fairly efficiently, we have also been challenged to find more user-friendly ways of sharing information that are more accessible primarily to our newer, smaller and non-Dar based members.

- *Coordinating the regular preparation, production and broadest possible dissemination of policy and advocacy documents:* This work is mainly done by the two Policy and Advocacy Officers (supported by two Interns) targeting policy makers, civil society and the general public. The two officers also provide analytical support to PF members. This internal capacity needs to be strengthened for increased access to target audiences in order to undertake the advocacy role more successfully. The team also needs to develop the ability to adapt so as to accommodate a rapidly changing policy environment and competing priorities. As part of strengthening its multi-lingual support capacity, there will need to be better coordination so that the translation of documents is done more efficiently.

- *Coordinating and scheduling the network's meetings*: The two Policy and Advocacy Officers lead in this by providing logistical support to PF members.

- *Providing administrative support for official PF activities*: This includes events like the Annual General Meeting and any other events done by other organisations in collaboration with PF. The communications involved under this include pre-event implementation and guiding of participants, ensuring relevant documents are distributed during the event, preparing reports and briefing the entire PF membership on what transpired. If required, press releases or media packs should also be prepared and distributed to the media corps on behalf of the entire PF network.

- *Monitoring the media for topics of concern to the network*: PF currently collects newspapers and monitors information in the print media on news items that are of concern to the PF network. The issues include stories on poverty reduction, government budget information, health and education policies, democratisation, and local government reform among many. However, due to insufficient resources, this task has not been as frequent and as systematic enough. It is recommended that the services of a media monitoring company be hired with to furnish the Secretariat with

documentation, analysis, or copies of media content of interest to PF members. The Steadman Group has been approached and has convincingly managed to persuade the Secretariat that their services will be valuable to the PF membership. They are able to customize their services so as to cater specifically to the needs of CSOs like those within the network. For the Secretariat to be able to perform its duties adequately as a resource for members, it will require access to intelligently selected news coverage. This will also help inform PF's strategic planning.

- *Facilitating communications within the Secretariat*: Internal Secretariat communications are important and should not be overlooked. At the moment, the number of staff at the Secretariat is small hence little formality is necessary. However, there needs to be a vehicle in place to deal with informational needs of staff when required. There should be mechanisms that allow employees to raise their concerns. It is recommended that the persons responsible for Administration and the Policy Unit be charged with listening to issues whenever they arise and communicating them to the Coordinator. Internal Secretariat communications should also include the provision of orientation material for new employees. It is therefore recommended that arrangements be made to develop staff orientation. Internal Secretariat communication is also paramount in times of organisational change like increase in expected outputs, growth of activities, and altered strategies. The Coordinator will take the lead in this to ensure there is open communication so that staff members are aware of any changes and what is expected of them.

2.5 Communication with Secondary Stakeholders

- *Jukwaa Issue Guides:* These are primarily aimed at citizens. Each monthly issue discusses a public topic and uses three fictional characters' points of view to stimulate a debate. Readers are encouraged to respond with their own opinions or questions to PF through email, post, or the website. The Issue Guides are published in both English and Swahili and distributed in electronic and paper formats. Each issue is also published monthly in two daily newspapers – one for each language. Nonetheless, the choice of newspapers and the day the *Jukwaa* issue goes in is mainly informed by what the publications advocate. More and independently verified information is needed so as to determine whether this is the most effective way to reach the target audience. Current levels of feedback do not seem to suggest that *Jukwaa* readers are being adequately stimulated to join in public topics that affect their lives.

- *Pilika Pilika radio soap opera:* This is also has the citizen as its main target and aims to raise awareness in Tanzania on issues that affect peoples' lives. The soap is scheduled weekly on Radio Tanzania and each episode is followed by a discussion programme that explores in detail some of the issues raised in the show. Those involved in the discussion panel includes experts on the topic, farmers, women, and youth. *Pilika Pilika* offers an important avenue for engaging communities that are otherwise beyond PF's reach. Current figures put the *Pilika Pilika* listener

count at 3 million.[1] However, whether the programme is impacting attitudinal change amongst the target audience and most importantly stimulating public involvement in policy processes is difficult to ascertain. More thorough and evidence-based evaluation and monitoring is required to assess whether it is the most effective way to encourage citizen participation in decision-making.

- *Policy Briefs:* These provide analysis of various current policy issues and act as a resource for those in policy decision-making. 2 to 3 are required each quarter. An example of this method is the production of Pre-budget Briefs before the government Budget Speech is read prior the commencement of a new fiscal year. Recent feedback with regards to the Pre-budget Briefs has been warm but there seems to be a feeling in some quarters that the approach could be developed further to include recommendations that could be helpful for policy makers in developing solutions to those concerns raised in the briefs. This is a challenge PF takes seriously and through resources available within the network, will devise strategies that will help produce stronger policy alternatives that will help strengthen the capacity of those in decision-making.

- *PF Website:* The English version of the website is complete and construction of the Swahili section is underway. PF recognises that the advances made in Information Technology offer exciting new ways of communicating. Nonetheless, for many people in Tanzania, traditional methods - newspapers, radio, telephone, letters, brochures and posters still play a crucial role and their value must not be underestimated. PF will continue to use these and will adopt Information Technology as a complementary measure and as a tool to enhance and refine traditional methods of communication. The Website will continue to be taken seriously as an alternative source of information for those who can access it whatever their backgrounds.

- *Press Releases:* Usually, when there is a topical public issue that requires urgent insight or clarification from the PF network, press releases are issued in both English and Swahili. Press releases are also used to promote or launch newly-published materials. PF will continue to use the media in this way as it deems necessary and it believes this method, if used wisely, can greatly enhance the impact of a programme.

- ***Attending conferences, seminars, workshops and external Working Groups***: PF members and the staff at the secretariat attend external events as part of keeping abreast of developments occurring in CSOs, LGAs, MDAs, the Donor Community and other stakeholders in national development. This helps PF learn from others and expand the reach of the knowledge gained within its network by showcasing its published materials. It also uses such opportunities to strengthen solidarity within civil society and seek expansion of its network.

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[1] This figure is quoted from the company commissioned to produce the programme which has subscribed to Tanzania All Media and Products Survey (TAMPS) carried out by the Steadman Group of Companies, a media monitoring outfit. The last survey was done in 2004.

- **_Public Expenditure Tracking System (PETS)_**: PF is in the process of establishing a mechanism for tracking the flow of public funds from central government, through Local Government level, to service users who are the general public. This tracking also involves identifying the problems with the flow of funds and recommending solutions to those difficulties. The proposed PETS intends to involve citizens by having them collect the information which is then processed by PF who then send it back to the communities where it was gathered. This is an example of the two-way flow of information being envisioned by the organisation. However, because the PF PETS project is yet to be operational, no means of communicating the feedback has been tested for efficacy. Policy Forum will learn from others who have done PETS projects on the best way forward with regards to this.

- **_Monthly Breakfast Debates_**: PF has taken over HakiElimu with regards to conducting the monthly Breakfast Debates. These discussion sessions are informal deliberations on various issues that concern development stakeholders over breakfast. Sessions are open to all including the public, media, CSO representatives and Development Partners. Hence PF will work to organise the debates by selecting the topic, speakers and facilitator. For smooth preparation, a list of topics will be collected well in advance so as to arrange for speakers and facilitation.

- **_Broadcast Media_**: The broadcast media, especially radio, is an effective toolkit for advocacy especially in terms of influencing policymakers and encouraging attitudinal and social change amongst the citizenry at large. Because radio reaches a large section of the Tanzanian population, it is one of the best ways to gain the attention of decision-makers and their publics at local government and village level. Hence, it is an efficient way to reach our different target audiences and encourage debate on various issues regarding poverty reduction, the use of public money and democratisation. However, in the first year of the communication strategy, the use of radio will be postponed due to budgetary constraints and while awaiting media monitoring information.

- **_Small Messaging Service (SMS)_**: PF will look into the possibility of using SMS in its various campaigns as they can be valuable especially with regards to encouraging feedback from its target audiences. Because it is relatively cheap to send SMS messages, a text message-enabled number can be put alongside our telephone/fax number and email address in our publications for audience feedback. It is also an effective way of instantly notifying PF members upcountry of important messages regarding network activities instead of them having to wait till they next access their email accounts or post office boxes.

2.6 Need for Efficient Media Use

Policy Forum, together with its individual member organisations, has been using the media for a number of years for their advocacy work and for research. In terms of advertisement space, a huge portion of the budget goes into radio and TV spots, newspaper ads, and poster campaigns. For Policy Forum, USD 73,443 will be spent on radio and newspapers through its _Pilika Pilika_ and _Jukwaa_

advocacy campaigns alone during the period of January 2007 to December 2009. This is a huge amount considering there lacks independent evaluation of the efficiency of these media. Because there is apprehension that millions could be spent on the 'wrong' medium, PF has concluded that future media engagements should go hand-in-hand with monitoring and evaluation. More specifically, PF requires answers to the following questions to become more cost-effective in its advocacy work:

- Which is the best medium to place our advertisements in?
- Where should we spend our limited resources and at the same time maximise the reach?
- Who listens to the radio or watches TV at a given time?
- How do we know if our campaign has achieved its objectives?
- What does the media say with regards to a certain topic?
- Are newspapers being candid about their circulation figures?
- How many families have access to Television in Tanzania? What percentage of the population does that entail?
- What are the reasons for listening, watching and reading various media channels?

For such questions to be answered, PF will need to find an appropriate media monitoring and evaluation provider. Currently there is an option to subscribe to the Steadman Group's products namely the Tanzania All Media and Products Survey (TAMPS) and their Media Monitoring Service. TAMPS provides data for print, outdoor and electronic media, giving insights into such things as each medium's reach demographic and psychographic profiles. The Steadman Group is the only on of its kind in East Africa and hence the only one PF can approach for such invaluable products. However, it must be noted that the PF network would required a more tailor-made media monitoring and evaluation program. Hence, if Steadman ends up being the preferred option, PF will need to negotiate for a service that caters specifically for the networks needs.

Given the huge amounts of money spent, this Communications Strategy hence sees it as vital that the efficiency of various media campaigns is made measurable and is maximised. This will also help to reveal and eliminate inefficiencies in relation to print or broadcast expenditures. TAMPS also comes with a Software package that will be made accessible to members at the Secretariat's Resource Centre and training will be provided to those who use it.

Chapter 3   Implementation Plan

3.1 Resources

The resources necessary to execute the Communication Strategy may differ from year to year on the basis of the communication challenges and opportunities involved. At the moment, a total of USD 486,018 is earmarked for media communications and public engagement during the period of January 2007 to December 2009 which is 39.3% of the annual PF budget. As the communications budget should reflect the available resources, it is recommended that this allocation be used as a guide to spending (see Table 1). However, some of the communications costs in the past have been covered by members or in conjunction with them. This collaborative financing has been successful and more effort should go into exploring the feasibility of widening sources to include other stakeholders like partners outside the PF network.

Communication and Public Engagement Budget	Particulars	Total USD (from 2007 to 2009)
PF Website	Development and maintenance	8,248
Monthly *Jukwaa* Issue Guides	Printing of 2000 copies	12,848
Policy documents	Preparation and print	237,925
Monthly Breakfast Debates	Organisation and venue	Provided for by Hakielimu
Communication to members	Monthly Newsletter, other mailouts, books for Pf members	13,324
Strategic use of media	*Pilikapilika*, pictures, full page newspaper adverts, TV and Radio spots, TV and radio programme sponsoring	189,881
Policy Intern 1 and 2	Salary and benefits	23,792
Total		**486,018**

Table 1. Communication and Public Engagement Draft Budget

3.2 Timeframe

The Communications Strategy will cover a period of three years and within that time span, the following Communication Plans will be implemented:

1. PF Communication Plan for 2007/08
2. PF Communication Plan for 2008/09
3. PF Communication Plan for 2009/10

3.3 Communication Plan for 2007/08

The Communication Plan for 2007/08 will involve the following:

- Strengthening the PF communication capacity;
- Produce quarterly *Sera* and Monthly *Jukwaa* Publications;
- Finalise and launch the PF website;
- Weekly updating of the website;
- coordinate the preparation and production of material for meetings and events;
- Prepare and facilitate the Regional PETS Conference in Autumn 2007;
- Formulate a guide for organising Annual General Meetings;
- Prepare material for Fundraising in Autumn 2007;
- Prepare and produce media kits including an update of PF activities and the main achievements in the previous years;
- Produce Policy Briefs on various subjects as required;
- Attend various exhibits as required;
- Prepare and facilitate 2008 AGM. This includes looking at the possibility of devising new activities as suggested by members during the previous AGM.
- Coordinate Working Group activities
- Produce a communications report for 2007/08 which includes and assessment of all communication tools used and their efficacy according to feedback from PF members and other stakeholders as well as lessons learned by the communications team. This will also include contents of the Steadman Group's Tanzania All Media and Products Survey (TAMPS).
- Train members how to use TAMPS software.
- Evaluate the impact of *Pilika Pilika* radio soap opera;
- Develop the Communication Plan for 2008/09

3.4 Communication Plan for 2008/09

The Communication Plan for 2008/09 will involve the following:

- Improve PF communication tools as required by the previous communications report which will include areas of recorded success, lessons learned and feedback from PF members and other stakeholders;
- Execute the Communication Plan for 2008/09 which includes:
    - Issue Policy Briefs as requested
    - Produce quarterly *Sera* and Monthly *Jukwaa* Publications
    - Prepare and facilitate 2009 AGM
    - Weekly updating of the website
    - Attend various exhibits as required
    - Prepare radio spots
    - Update media kits
- Coordinate and help strengthen Working Group activities;
- Monitor and assess communication results and produce a communications report for 2007/08;
- Develop the Communication Plan for 2009/10.

3.5 Communication Plan for 2009/10

The Communication Plan for 2009/10 will involve the following:

- Further improve PF communication tools as required by the previous communications report which will include areas of recorded success, lessons learned and feedback;
- Execute the Communication Plan for 2009/10 which includes:
    - Issue Policy Briefs as requested
    - Produce quarterly *Sera* and Monthly *Jukwaa* Publications
    - Prepare and facilitate 2010 AGM
    - Weekly updating of the website
    - Attend various exhibits as required
    - Update media kits
- Intensify partnerships based on the success recorded and lessons learned;
- Prepare a Communications Plan for the following period.