

**UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE,
ETHICS SECRETARIAT**



COMMUNICATION STRATEGY

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ACRONYMS AND ABBREVIATIONS

AIDS	-	Acquired immunodeficiency syndrome.
BRELA	-	Business Registration and Licensing Agency
CA	-	Chief Accountant
CBO	-	Community Based Organization
CHRAG	-	Commission for Human Rights and Governance
CIA	-	Chief Internal Auditor
CIDA	-	Canadian International Development Agency
CRB	-	Contractors Registration Board
CSO	-	Civil Society Organizations
CSO	-	Civil Society Organization
DAHRM	-	Director of Administration and Human Resource Management
DFID	-	Department for International Development
DPME	-	Director of Planning, Monitoring and Evaluation
DPs	-	Development Partners
EC	-	Ethics Commissioner
EMIS	-	Ethics Management Information System
ES	-	Ethics Secretariat
FBO	-	Faith Based Organizations
GoT	-	Government of Tanzania
HGCU	-	Head, Government Communication Unit
HICTU	-	Head, Information and Communication Technology Unit
HLSU	-	Head, Legal Services Unit
HPMU	-	Head, Procurement Management Unit
ICT	-	Information and Communication Technology
IEC	-	Information, Education and Communication
NGO	-	Non-Governmental Organizations
OCA	-	Organizational Capacity Assessment
PCCB	-	Prevention and Combating of Corruption Bureau
PPRA	-	Public Procurement Regulatory Authority
TRA	-	Tanzania Revenue Authority
URT	-	United Republic of Tanzania

FOREWORD

It is with great pleasure that I introduce the Ethics Secretariat Communication Strategy, a comprehensive tool designed to enhance the communication efforts of the Ethics Secretariat. As public leaders play a vital role in shaping our society, it is imperative to ensure their conduct aligns with ethical standards, promoting accountability and transparency.

The Ethics Secretariat, established under Article 132 of the Constitution and Public Leadership Code No. 13 of 1995, has been entrusted with the responsibility of overseeing the behavior and conduct of public leaders. However, effective communication has emerged as a critical factor in achieving the objectives of the Ethics Secretariat. Recognizing this need, the Ethics Secretariat has developed this Communication Strategy as a roadmap to bridge the existing communication gap, engage stakeholders, and foster a culture of ethical leadership.

This strategy is the result of a comprehensive review of previous communication efforts and extensive consultations with a diverse range of stakeholders. It reflects the collective wisdom and insights gained from these endeavors, as well as an in-depth analysis of the evolving communication landscape. By leveraging mainstream media platforms and embracing digital communication channels, this strategy aims to maximize the impact of the Ethics Secretariat's work, facilitate citizen engagement, and ensure transparency and accountability in government operations.

The Communication Strategy's development was marked by a collaborative and inclusive process, involving the active participation of dedicated individuals from both the public and private sectors. Their contributions and unwavering commitment have been invaluable in shaping a strategy that aligns with the Ethics Secretariat's vision and mission.

I extend my sincere gratitude to all those who played a role in the creation of this strategy. Their expertise, insights, and hard work have been instrumental in developing a framework that will drive effective communication practices and enhance the Ethics Secretariat's ability to fulfil its mandate.

I am confident that the Ethics Secretariat Communication Strategy will serve as a catalyst for change, fostering a culture of ethical conduct among public leaders, and strengthening public trust in the governance process. By engaging stakeholders, embracing innovative communication approaches, and fostering collaboration, we can collectively work towards a society that upholds the highest ethical standards.

I encourage all stakeholders, both within and outside the Ethics Secretariat, to embrace this strategy, align their efforts with its goals, and actively contribute to its implementation. Together, we can make a meaningful difference and shape a future characterized by responsible and ethical leadership.

COMMISSIONER
ETHICS SECRETARIAT

EXECUTIVE SUMMARY:

The Ethics Secretariat Communication Strategy is an essential tool designed to support the Ethics Secretariat in fulfilling its objectives effectively. As mandated by Article 132 of the Constitution and Public Leadership Code No. 13 of 1995, the Ethics Secretariat plays a crucial role in overseeing and regulating the behaviour and conduct of public leaders.

This strategy is the result of a comprehensive review conducted on the previous Communication Strategy (2015/16-2016/17) in alignment with the Medium-Term Strategic Plan 2018/2019 – 2022/2023 and the Strategic Plan for Year 2022/23 – 27/28. The review identified a significant communication gap among various stakeholders, impeding the successful implementation of the Ethics Secretariat's initiatives. Challenges such as limited financial resources, underutilization of digital media platforms, unclear communication channels, and the absence of a well-defined implementation plan all contributed to the ineffective communication practices.

In response to these challenges, the Communication Strategy was developed with the aim of bridging the communication gap, leveraging mainstream media channels, and harnessing the potential of digital communication platforms. By doing so, the strategy seeks to enhance the quality of services provided by the Ethics Secretariat, promote active citizen engagement and participation, and foster transparency, accountability, and innovation in government operations.

The development of this Communication Strategy involved a thorough and inclusive process. It included extensive consultation of relevant documents, engaging in discussions with key stakeholders, conducting key informant interviews and individual interviews, and conducting a systematic analysis of the communication needs of the Ethics Secretariat's stakeholders. Additionally, a SWOC analysis was carried out to identify strengths, weaknesses, opportunities, and challenges. The strategy also took into consideration the shifting paradigm in the communication media landscape, recognizing the importance of adapting to emerging trends and technologies. Furthermore, critical communication issues were identified and addressed through the formulation of clear communication goals, strategic areas of focus, performance

metrics to measure progress, and an efficient feedback system to ensure continuous improvement.

The document encompasses four comprehensive chapters, namely the Introduction, Contextual Analysis, Communication Strategies, and Monitoring Evaluation. The Introduction provides a brief overview of the strategy and expresses gratitude to the organizations and individuals from the public and private sectors who contributed to its development. The Contextual Analysis delves into the thorough assessment conducted, examining the existing challenges and opportunities within the communication landscape. The Communication Strategies chapter outlines the strategic approaches and initiatives that will be undertaken to bridge the communication gap and achieve the desired objectives. Lastly, the Monitoring Evaluation chapter highlights the importance of tracking progress and assessing the effectiveness of the strategy, enabling timely adjustments and improvements.

Acknowledgment is expressed to the numerous organizations, both from the public and private sectors, as well as the dedicated employees of the Ethics Secretariat who actively participated in various phases of the Communication Strategy's development. Their unwavering dedication and hard work were instrumental in shaping the strategy to best serve its intended purpose.

Ultimately, the Ethics Secretariat Communication Strategy seeks to maximize the impact of the Ethics Secretariat's endeavours by mobilizing beneficiaries and stakeholders, fostering their commitment to strengthen cooperation and collaboration. Through effective communication practices, the strategy aims to create a conducive environment for upholding ethical standards among public leaders and ensuring public trust in the governance process.

With the aim of enhancing the Ethics Secretariat's effectiveness, this strategy seeks to mobilize beneficiaries and stakeholders, fostering commitments to strengthen cooperation and collaboration.

1 CHAPTER ONE: INTRODUCTION

1.1 Introduction

The enactment of the Public Leadership Code of Ethics Act No. 13 of 1995 (Cap 398) and the establishment of the ethics Secretariat demonstrates the GoT's commitment to zero tolerance on unethical practices and other forms of abuse of Public Offices. Unethical behavior puts good governance at risk and might make government work less efficiently. It diminishes public confidence, which is the cornerstone of the stability of the state and degrades the efficacy of the administration. The use of public resources improperly, conflicts of interest, nepotism, embezzlement of public funds, corruption, unauthorized disclosures of confidential information, inefficiencies and ineffectiveness, subjective and arbitrary decisions, unjustified enrichment, fraud, bribery, and other forms of abuse of power are just a few examples of unethical practices.

The history of the Leadership Ethics in Tanzania can be traced back from 1962 when the Government introduced the National Ethics in the Republic Constitutional of 1962. In 1965 the Permanent Commission of Inquiry was established to investigate complaints on abuse of power in the Public Service. In 1967 the Government introduced the Arusha Declaration which intended to ensure that Party and Government Leaders observed ethical standards, which were stipulated into the Leadership Code. To ensure the implementation of the Leadership Code the Government established the Committee for the Enforcement of the Leadership Code, which later was transformed into the Commission in 1987. However, due to global socio-economic and political reforms the Commission was abolished in 1993. After the abolition of the Commission there was not any other institution to monitor Public Leadership Ethics, this led to widespread abuse of power. It was therefore necessary to establish an institution to monitor Public Leadership Ethics to restore public trust and confidence to the Government. To bridge this gap, the Constitutional of the United Republic of Tanzania 1977 (Cap. 2) was amended, and Article 132 enacted which established the Ethics Secretariat.

Ethics Secretariat has been conferred with the mandate to supervise the implementation of the Public Leadership Code of Ethics Act No. 13 of 1995. The Ethics Secretariat is headed by the Ethics Commissioner, who is appointed by the President and is the Head and Chief Executive of the Ethics Secretariat. The President also provides for the staffing of the Secretariat and for the taking by them of the oath of secrecy in respect of matters handled by them.

The major amendment of the Code came into effect in 2016 and 2022(Miscellaneous) to cater some changes promised by ruling political party system 2015 General Election Manifesto, the Act has been amended from time to time and some regulations had been enacted.

1.1.1 Functions

The Ethics Secretariat shall have the duty to: -

- a) Receive declaration which are required to be made by public leaders under the constitution or any other law.
- b) Received allegation and notification of breach of the code by all public leaders who subject to this Act.
- c) Conduct physical verification in respect of declaration made pursuant to this Act; and
- d) Initiative and conduct any investigation in respect of the breach of ethics prescribed under this Act.
- e) Provide ethics education to public leaders.
- f) Conducting research on the status of ethics in the country and
- g) Advising on matters relating to integrity in the country and
- h) Devising strategies for promoting ethics in the country

1.1.2 Mandate

The Ethics Secretariat is an extra ministerial Department established by article 132 of the Constitution of the United Republic of Tanzania of 1977, [Cap 2] which stated that "There is hereby established a Public Leaders' Ethics Secretariat which shall have power to inquire into the behaviour and conduct of any public leader for the purpose of ensuring that the provisions of the law concerning the ethics of public leaders are

duly complied with” the article empower the office of Ethics Secretariat to enquire into the behaviour and conduct of any public leader for the purpose of ensuring that the provisions of the law concerning the ethical standards of public leaders are fully complied with.

1.2 Vision, Mission, and Strategic Objectives

The Ethics Secretariat is driven by a clear vision, a well-defined mission, and strategic objectives that serve as the foundation for its commitment to upholding ethical standards and promoting responsible leadership. With an unwavering dedication to transparency, accountability, and the overall welfare of society, the Ethics Secretariat envisions a future where integrity is the hallmark of every public leader, fostering positive contributions to their communities. This introduction sets the stage for a closer examination of the Ethics Secretariat's vision, mission, and strategic objectives, emphasizing its resolute focus on cultivating a culture of integrity and fostering public trust in the governance process. By adhering to these principles, the Ethics Secretariat endeavors to establish a solid framework for ethical conduct and good governance, leading to societal benefits that extend far and wide.

1.2.1 Vision

“Integrity to all Public Leaders”.

1.2.2 Mission

“To ensure culture of integrity to all Public leaders through promoting, monitoring public leaders ethical conducts and managing conflict of interest in order to instill confidence on public and enhance national development”.

1.2.3 Strategic objectives

- i. HIV/AIDs and NCD infection reduced, and supportive services improved.
- ii. Implementation of National anti-corruption strategy and action plan enhanced and sustained.
- iii. Public leader’s ethics improved.
- iv. Ethical conducts of the public improved

- v. ES Service delivery Improved.

1.2.4 Core values

- i. **Integrity:** Honesty, Faithfulness, Incorruptible, Ethical, Transparency, Diligence, Proper use of official information.
- ii. **Courtesy:** Respectful, Polite, Close to the Public, Helpful, Friendly, Humility, Attentive, Patient
- iii. **Impartiality:** Fairness, Equality, Objectivity, Neutrality, Respect for the Law, Independence, Firmness, non-discriminatory.
- iv. **Confidentiality:** Privacy, Secrecy.
- v. **Result oriented:** Hardworking, Responsible, Efficient, Timely/ Punctuality, cost effective, Customer focused, Commitment.
- vi. **Teamwork:** Involvement, Participation, Consensus /Consultation, Cooperation, Feedback.
- vii. **Accountability:** Responsive, Feedback, Reliable, Answerable, Obligation.

1.2.5 Strategic Objective of the Ethics Secretariat Communication Strategy

- i. Promotion of HIV/AIDs and NCD infection reduced, and supportive services improved.
- ii. Promotion of Implementation of National anti-corruption strategy and action plan enhanced and sustained.
- iii. Promotion of Public leader's ethics improvement
- iv. Promotion of ethical conducts of the public improvement
- v. Promotion of Ethics Secretariat Service Delivery Improvement

1.3 Rationale

The review of Communication Strategy 2015/16-2016/17 in line with Strategic plan document that is the Medium-Term Strategic Plan 2018/2019 – 2022/2023 and Strategic Plan for Year 2022/23 – 2027/28 revealed a communication gap amongst stakeholders. Despite well-articulated goals and objectives of the Plans, little effort was instituted to create awareness of the plans and the feedback mechanism, which could help improve the implementation. The strategy was affected with inadequate

funding from the development partner, inadequate use of digital media, unclear communication channels and lack of priorities and implementation plan.

A survey assessing stakeholders' awareness about Ethics Secretariat mandates and functions. Indicated that about 95.8% of the public leaders were aware of Ethics Secretariat and its operations, while only 4.2% of public leaders were unaware of the Ethics Secretariat. Similarly, about 64.2% of non-public leaders of Ethics Secretariat were aware of the Ethics secretariat and about 35.8% of non-public leaders were not aware about it. In the same survey, the results show that only 47.5% of all non-public leaders were aware about the services provided by Ethics Secretariat and 52.5% were not aware. Since there were many non-public leaders who were not aware about services provided by Ethics Secretariat, the implication is that some of Ethics Secretariat services are not fully utilized by the targeted population.

The amendment of laws and regulation, new Ethics Secretariat strategy and the national Communication Strategy were among consideration to the development of this Communication Strategy.

It is recommended that all stakeholders should be involved in creating awareness and spearheading efforts and inculcating the sense of commitment towards achieving the vision goals. The experience from other countries such in East Africa indicate that communication strategies for their Ethics office exist. The strategies are well publicized at all levels.

It has also been acknowledged that programmes and projects succeed when they are well understood and supported by stakeholders. The experience from successful countries and challenges of inadequate implementation, which was highlighted during the review of the previous Communication Strategy, raised a need of developing a Communication Strategy for the 2023-2028. The Communication Strategy will be fundamental to effective implementation and delivery of the key messages to the target audiences. Consequently, it will ensure that Ethics Secretariat strategy, purpose and key areas are clearly articulated, communicated, and being understood by different stakeholders.

This Communication Strategy aims to help Ethics Secretariat organize the information that needs to be communicated, identify concerns that may be raised, and ensure that the proper audiences are reached.

1.4 Purpose and objectives of the Communication Strategy

1.4.1 Purpose

The performance of the Ethics Secretariat depends on the integrity, trust by public leaders, servants and the citizen and its effectiveness to communicate the organization functions. Thus, communication will be among effective management tools that will guide and mandate all employees to undertake respective activities of communication include clear communication messages, specific stakeholders, and channels in alignment to the organization goals, direction and in optimal resources.

The strategy is a framework that intends to raise a process of public awareness, leading to a better understanding and appreciation of the role that Ethics Secretariat plays in promoting and monitoring public leaders' s ethic conduct.

1.4.2 Scope

This strategy systematically supports communication aspects of Ethics Secretariat office, its mandates, roles, and issues for implementation of its various functions and services. The strategy, evaluates the stakeholders and audience that benefit from the Ethics Secretariat's services, by understanding the problem that might be facing and strategically map the communication issues, objectives, strategy areas and target to address the need. The strategy implementation focusses on influencing the service delivery of the Ethics Secretariat to ensure effectiveness and efficient delivery between the Ethics Secretariat and its stakeholders. In the given ever changing environment, the strategy will focus on the continuously and consistently identify critical and emerging communication issues, technology needs/capacity gaps, training and dissemination pathways, communication modalities and capacity building of all stakeholders along commodity value chains mandated by Ethics Secretariat.

1.4.3 Objectives

The key communication objective for a government ethics office would be to ensure transparency and integrity in government activities by promoting ethical behaviour among public officials and employees. Specifics objectives of the Ethics Secretariat are.

- i. To enhance public consciousness regarding ethical conduct among public leaders and the adverse societal repercussions it may entail, aiming to foster accountability and promote responsible behaviour.
- ii. Educating government officials and employees on the importance of ethical behaviour and the specific rules and regulations that govern their conduct.
- iii. Sustain trust and credibility of Ethics Secretariat by demonstrating a commitment to mandate, function of Ethics Secretariat.
- iv. strengthen partnerships with other government agencies and organizations to promote a culture of ethical behaviour throughout the public sector.
- v. strengthening Ethics Secretariat partnership with CSO and international donor community
- vi. strengthen internal communication on Ethics Secretariat function, role, mandates, and the Strategic Plan to improve productivity and service delivery.
- vii. To address public inquiries and concerns related to ethics and promote open communication channels between the ethics office and its stakeholders.
- viii. to improve the effectiveness, efficiency, and transparency of government services and operations using digital technologies and communication channels.

1.5 Approach to Develop the Communication Strategy.

A variety of activities were used in the formulation of the Communication Strategy, including, review of key documents, conduct informant interviews, group discussion, and a thorough examination of the communication requirements of Ethics Secretariat stakeholders. The formulation of the Strategy was based on an evaluation of the existing state of the communication-related parts of Ethics Secretariat and the

identification of deficiencies. This entailed examining the Ethics Secretariat strategic plan, identifying key stakeholders, their expectations, their information needs, and the means for communicating with them in a way that would help Ethics Secretariat accomplish its objectives. It was decided to analyse ES's SWOC (Strengths, Weaknesses, Opportunities, and Challenges) to provide some suggestions for enhancing communication effectiveness. To gain understanding of what media to use going forward, the changing paradigms in the communication media ecosystem were examined.

The approach involved, closely Communication with Ethics Secretariat Management, desk review and article searching, working closely to include input from multidisciplinary stakeholders that work directly with Ethics Secretariat include the MDAs, CSOs, Private Sector, LGA, and parliamentarians. The workshop was conducted to verify the input where representatives from the key organization gathered and provided their input. Online and face to face Meetings were used for consultation, to verify and validate findings.

1.5.1 Review of Key Documents

This activity hinged around reviewing of various documents availed to us by Ethics Secretariat. Review of documents to understand and address the communication problem facing Ethics Secretariat.

Literature review focusing on theories and communication models such as Shannon-Weaver model, the transactional model, and the Grunig & Hunt model, among others were considered. Review of media landscape that focused on communication channel, key messages, and stakeholders' analysis.

The review of Communication Strategy 2015/16-2016/17, the Medium-Term Strategic Plan 2018/2019 – 2022/2023 and Strategic Plan for Year 2022/23 – 27/28. The review also cored various implementation reports, evaluation survey and other studies related to the communication in Ethics Secretariat. Document such as Tracer report, Survey the previous Communication Strategy, the strategic plan, the Midterm strategic plan, the laws, and

1.5.2 Stakeholder Engagement Meeting

A workshop held in Morogoro in which Ethics Secretariat staff at both the Head Office and all the seven zones, representatives from Institutions of Accountability including PCCB and Ministry of Communication, Science and Technology participated. Ethics Secretariat staff and representatives used participatory approach to find information on the communication problem, identifying Ethics Secretariat communication priority, defining SMART communication objectives, solutions, themes/message, and media/channel to deliver the message, key audiences, communication approaches and methods.

1.6 Ethics Secretariat Principles for Effective Communications

All communications at the Ethics Secretariat follows the principles of effective is communications, which are Trust, timeline, clarity, relevance, accessibility, accuracy, consistency, and feedback.

- i. Trust: Trust plays a pivotal role in the communication efforts of the Ethics Secretariat, as it establishes the foundation for open and transparent dialogue with stakeholders. By consistently demonstrating integrity, transparency, and reliability in their communication practices, the Ethics Secretariat can foster trust among the public leaders and the general public, enabling effective collaboration, informed decision-making, and the promotion of ethical conduct in all aspects of governance.
- ii. Timeliness: Timeliness is a key principle observed by the Ethics Secretariat in all its communication endeavours. Recognizing the importance of delivering information promptly, the Ethics Secretariat ensures that all messages, updates, and notifications are disseminated in a timely manner, guaranteeing their relevance and accuracy. By prioritizing timeliness, the Ethics Secretariat aims to keep stakeholders informed and engaged, fostering trust in the organization's commitment to transparency, accountability, and the promotion of ethical conduct among public leaders and the wider public.
- iii. Clarity: The Ethics Secretariat prioritizes clear and concise communication, using simple language to avoid ambiguity or confusion in their messages. By

ensuring clarity, the Ethics Secretariat aims to facilitate understanding and promote effective communication among stakeholders.

- iv. **Relevance:** The Ethics Secretariat tailors its communication to the specific needs, interests, and expectations of the target audience. By understanding their unique requirements, the Ethics Secretariat delivers messages that are relevant and meaningful, fostering engagement and participation.
- v. **Accessibility:** The Ethics Secretariat ensures that its messages are easily accessible and understandable, regardless of the medium used for communication (e.g., written, spoken, visual). By removing barriers and using inclusive communication practices, the Ethics Secretariat promotes inclusivity and reaches a wider range of stakeholders.
- vi. **Accuracy:** The Ethics Secretariat upholds a commitment to providing accurate and reliable information based on sound evidence. By avoiding speculation or rumors and adhering to rigorous fact-checking processes, the Ethics Secretariat maintains credibility and builds trust among stakeholders.
- vii. **Consistency:** The Ethics Secretariat maintains consistency in its communication across all channels, ensuring that messages align with policies and procedures. This consistency fosters clarity, avoids confusion, and reinforces the Ethics Secretariat's commitment to transparent and reliable communication.
- viii. **Two-way communication:** The Ethics Secretariat values two-way communication by actively encouraging feedback, questions, and discussions from stakeholders. By creating opportunities for open dialogue and engagement, the Ethics Secretariat promotes an inclusive and collaborative environment, where the voices and perspectives of stakeholders are valued and considered in decision-making processes.

2 CHAPTER TWO: CONTEXTUAL ANALYSIS

2.1 Introduction

Communication refers to the imparting or exchanging of information by speaking, writing, or using some other medium and thus it is a means of sending or receiving information. It has also been defined as the act or process of using words, sounds, signs, or behaviours to express or exchange information or to express ideas, thoughts, and feelings to other parties involved in the process.

2.2 Literature Review

Overall, the literature underscores the importance of ethics in public service and the need for government officials to act with integrity, accountability, and transparency. By adopting strategies that promote ethical behaviour and fostering a culture of ethics within organizations, governments can improve public trust, enhance organizational performance, and prevent misconduct. Literature suggest that Government ethics behaviour is an important aspect of public administration that has received significant attention in the academic literature. The literature highlights the importance of ethics in public service and the need for government officials to act with integrity, accountability, and transparency.

Studies show that ethical behaviours in government can improve public trust, enhance organizational performance, and prevent corruption and other forms of misconduct. Despite the importance of ethics in public service, there are several challenges that can impede ethical behaviour among government officials. These challenges include political pressure, conflicting interests, lack of resources, and cultural and societal norms. The literature also explores strategies for promoting ethical behaviour among government officials. These strategies include creating a culture of ethics within organizations, providing ethics training, establishing codes of conduct, and enforcing ethical standards through disciplinary actions. The literature also highlights the critical role that leadership plays in promoting ethical behaviour in government. Leaders are responsible for setting the tone for ethical conduct, establishing ethical standards, and holding themselves and others accountable for ethical violations.

Furthermore, around the globe, governments, firms, and in many cases, people are preaching good governance and rule of law as a centrepiece of nurturing ethical behaviours. They all confirm that with ethical and good code of conducts, the process of development will not be invertible. It is ethical behaviours, which translate itself into accountability and transparency in all spheres. This realization has been supported by the emergence of a consensus that good governance and sound public administration underpin sustainable development. The impact of unethical and criminal practices in the public sector is unsupportable in the development of nations, resulting in a loss of confidence in public institutions and an erosion of the rule of law itself.

Promotion of activities undertaken by the Ethics Secretariat has been a long-time effort to ensure leaders and public at large understand the responsibilities attached to the institution. However, since then there has been low or little understanding of activities and responsibilities that are performed by Ethics Secretariat to the public and in some cases to leaders. The recent survey conducted in 2014 by the Ethics Secretariat in collaboration with CIDA (Baseline Survey on Public Leaders' Awareness on Public Leadership Code Ethics Act No.13 Of 1995 And Its Provisions) has pointed out several issues that challenging performance of activities undertaken by the Ethics Secretariat. Among them are awareness of the PLCE act, leadership behaviours and a reprisal fear.

From the baseline survey (2014), the awareness seems to undermine the efforts of making leaders adherence to the prevailing legislations. The findings of the survey revealed that there is a great understanding of the Act (PLCEA) among the public leaders however, that does not translate into effective obedience. Awareness of the PLCE among leaders is high 95.2 percent, but the ones go through the act by reading it is far lower numbers 53 percent. Similarly, most leaders do not understand the mechanism to channel their complaints. It is only 35 percent who do understand the complaint mechanism or tribunal operations. This implies that in some circumstances the Public Leaders might enter conflict of interest innocently.

The results from baseline survey concluded that ethics does not depend only on knowledge but is also about individual behaviours and attitudes. This two-need time

to effect changes. It is a gradual process but need sustainability to achieve the two. However, in the process of nurturing these elements there is a need to consider the following: Improve Education, through awareness and accountability campaign to public leaders and the public at large; improve the capacity and awareness of the complaint system; and build a strong relation between the government and key stakeholders in ethics.

A study on regarding perception on the services provided by Ethics Secretariat indicates that public leaders are satisfied with the services, except for the non-public leaders who were moderately satisfied. The reasons for low level of satisfaction include absence of mechanism for giving feedback on the submitted complaints, absence of awareness creation programmes, and inadequate feedback on the actions taken against condemned public leaders. Therefore, to improve Ethics Secretariat services, stakeholders proposed that education on Ethics Secretariat issues be provided to the public, so citizens become aware about Ethics Secretariat and fully utilize its services.

Communication Media landscape

Communication media landscape will continue to shift as the technology advances the speed of communications (Huntly, 2018). Traditional media that constitutes televisions, radios and print used to dominate the communication media landscapes, but of recent, there has been shifting paradigms to include digital channels where stories are breaking on social media as they happen. The social media now has become a common trend that we do not wait to hear breaking news on a news broadcast at a specific time or in the newspaper the next morning when the “big story” breaks out. Social Media has created a new world of heavily opinionated content where the target audience has instant access to information. Social media have greater content control, direct connection with the target audiences, use of more videos, more spontaneous and live connection. Overall, citizen increasing in the use of social media, which plan an important role in promoting citizen participation, transparency, and accountability in governance. In time-to-time, citizens will be empowered to express their views on various topics and hold their governments accountable for their actions.

Social media platforms such as Twitter, Facebook, Instagram, and YouTube have become popular tools for sharing governance information, including news, policies, and government actions. These platforms have allowed citizens to connect with each other, share their experiences, and engage in public discourse, which can help to promote transparency, accountability, and citizen participation in governance.

Demographically, at the start of 2023, Tanzania's total population was 66.46 million. 37.0 percent lives in urban centres, while 63.0 percent in rural areas.

According to datareportal.com (compiled data from TCRA) total of 57.42 million cellular mobile connections were active in Tanzania in early 2023. (This figure is equivalent to 86.4 percent of the total population). Also, the data shows there were 21.00 million internet users in Tanzania in January 2023 which is 31.6 percent of the total population. Also, the data shows that Tanzania is a home to 4.90 million social media users in January 2023, equating to 7.4 percent of the total population. According to recent data by the Tanzania Communication Regulatory Authority (TCRA) by September 2022 data on daily usage shows that Facebook has more subscribers and is ranked first, followed by WhatsApp. (3,487,393 IP addresses accessed the Facebook platform in a day followed by WhatsApp with 3,415,917)

Video streaming platform YouTube came third with 2,846,839 users daily, followed by Instagram at 2,610,509, Tik Tok with 1,601,392. Other platform and their average daily usage include Snap Chat (1,040,042), Twitter (645,273), Skype (573,971), Imo (333,976) and lastly Telegram (266,035).

Audience Survey Report (2017) shows radio stations with the highest number of listeners are Clouds (23.7%), Radio Free Africa (9.1%), and TBC Taifa (6.9%). In addition, the report, shows that Clouds TV coverage rating maintained the lead of 20.6%, East Africa 16.8%, ITV 15.7%, and TBC 11.6%.

Ethics Secretariat Communication Strategy will channel messages to target audiences basing on this changing communication landscape for communication effectiveness and impact.

This Strategy will make use of both mainstream media and social media platforms. The use of digital tools will provide great opportunities in supporting technology transfer from the source to the end users. Also, it will enhance the youth involvement in governance and accountability.

2.3 Stakeholders Analysis

Information is key for stakeholders to understand about the institutions' mandate, functions, and services. Accessibility of institution's information would increase awareness and linkage between stakeholders and institution as far as the functions and the services provided by the institution are concerned. A study conducted by ethics on stakeholder's perceptions indicates that about 52.7% of non-public leaders could access information about Ethics Secretariat while 47.3% were not able to access information.

Ethics Secretariat focus on the entire stakeholders who can affect the Communication Strategy, therefore an analysis of stakeholder's category, their need and type of message they need are identified as indicated in the Annex I of the document.

2.4 SWOC Analysis

SWOC analysis is a strategic planning tool that stands for Strengths, Weaknesses, Opportunities, and Challenges. It is a framework used to assess the internal and external factors affecting an organization, project, or situation.

- a) Strengths: These are the internal factors that give an organization an advantage over others. They could include unique skills, resources, or competitive advantages that set the organization apart from its peers.
- b) Weaknesses: These are the internal factors that put an organization at a disadvantage compared to others. They could include deficiencies in skills, resources, or other areas that need improvement to remain competitive.
- c) Opportunities: These are external factors that could benefit the organization. They could include new markets, trends, or technologies that the organization can leverage to grow or improve.

- d) Challenges: These are external factors that could negatively impact the organization. They could include changes in the market, regulations, or competition that the organization must navigate to succeed.

In this strategy SWOC analysis will be used as a useful tool to identify areas of strength, areas for improvement, and opportunities for growth. By understanding these factors, Ethics Secretariat can develop more effective strategies to achieve the communication goals.

The table below summarizes key findings of a review of internal factors and internal factors that might affect the Ethics Secretariat Communication Strategy.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Existence of multi-institution action for common end on ethics in Tanzania	The function and mandate of the actors are not well known to the public	Favourable political and social environment for implementing the strategy	Public unwillingness to change their mind-set towards mult-institutions.
Existence of various communication experts	Inadequate knowledge on digital communication	Availability of multi-skills graduates that can be employed	Recruitment procedures.
Existence of good relationship between government and media houses	Inadequate budget to engage media houses as per the demand of Ethics Secretariat	The growing opportunity for media engagement	Information distortion can tarnish Ethics Secretariat image

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Established databases for all public leaders	Communication is on reactive depend on demand of Ethics Secretariat	Growth in mass Media, The use of digital technology for bulk SMS, USSD service and emails	
Existence of Ethics Secretariat strategic Plan, Presence of Policy, legal and regulatory framework, client service charter and complaints reporting systems	The public is less aware on the functions and mandates of Ethics Secretariat	Existence of Public trust that is willing to support Ethics Secretariat on accountability and good governance	Public perception on sanctions and penalties against public leaders are weak.
Well established functioning structure through its eight zones	Complication arising in implementing activities at zonal levels interferes the regional activities	Reaching large number of audiences	Inadequate resources.
Top leadership commitment that is eager to communicate Ethics	Inadequate resources available for conducting	Existence of cross cutting reforms and Development partners support	Withdrawal of DPs funds due to contradicting agendas. Lack of

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Secretariat functions and mandates	effective communication		public awareness on the functions and mandates of the Ethics Secretariat.
Clear vision and Mission of Ethics Secretariat	Absence of adequate staff to support IEC functions especially in the Zones	Cooperation with other ethics enforcement organs	Lack of readiness of key stakeholders to cope with changes in the way Ethics Secretariat function
Existence of Management Information System (MIS)	Insufficient use of available ICT opportunities to improve Ethics Secretariat functions	Availability of various methods for capacity building include online approach. The use of E-Government service and tools	Long-time finance to support systematic communication systems and process.
Leadership that is willing to communicate	Long internal process that is used to approve messages for external communication	Existence of modern media technologies	Poor and at times misleading media coverage

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
Centralized system to accept complaints through website	The Ethics Secretariat cannot take control complaints logged in the centralized system Ethics Secretariat is not an administrator of the system.	Increase in number of people using internet service include website	Lack of Ethics Secretariat administrative role in the system.
Availability of some funds to support IEC activities	Inadequate resources to fully implement IEC activities	Existence of cross cutting reforms and Development partners support	Resource allocation based on donors' interests and priority
Ethics Secretariat good relationship with the other Non-Government Institutions	Inadequate involvement of other non-state actors in the communication of Ethics Secretariat mandates	Non state actors that are ready to work with Ethics Secretariat	Delays in dealing with ethics issues.

2.5 Key Communication Issues

A summary of some of the key communication issues as follows:

Low citizen engagement and participation; These findings imply that majority of the non-public leaders were not aware about promotion and monitoring of accountability, therefore their participation in promotion and monitoring public leadership accountability is uncertain.

Low access to Ethics Secretariat information. Ethics Secretariat information is least accessible by private sector (30.3%) followed by NGOs (33.6%) and citizens (38.8%). Low citizen engagement undermines citizen's right to access information.

Inadequate feedback mechanism this discourages people reporting issues,

Underutilization of digital platforms such as social media for example Twitter, Facebook, Instagram, and YouTube, as they have become popular tools for sharing governance information, including news, policies, and government actions. These platforms have allowed citizens to connect with each other, share their experiences, and engage in public discourse, which can help to promote transparency, accountability, and citizen participation in governance. Ethics Secretariat have not succeeded taking advantage of full utilization of linking website and the social media.

Low promotion of PLCEA as well as lack of education about the Act, this affects achieving the national plans of promoting good governance and accountability.

3 CHAPTER THREE: COMMUNICATION STRATEGIES

3.1 Introduction

Ethics Secretariat believes that effective, integrated and coordinated communication are key in achieving Ethics Secretariat mandate and functions. The aims of communication can be achieved through a variety of ways and actions that make up a strategy area. According to the target audience and the desired outcome, combining a variety of methods and actions. Strategies are created using the main communication requirements and gaps that were identified and covered in the situation analysis part. The strategy areas were identified to ensure effective communication to Ethics Secretariat audience.

3.2 Approaches, Strategies and Activities

3.2.1 Proposed Communication Approach

Communication Strategy align with the national development guiding documents and supports the achievement of the national vision through a mixed communication model. The models should include Advocacy, Public Education, Communication Outreach and Mobilization.

3.2.1.1 Advocacy

Implementation of Advocacy approach supports and realign communication towards achievement of a sustainable national development agenda. The approach will be used to garner strategic stakeholders support through media campaigns, strategic meetings, popular theatre engagements, use of influencers and others. This facilitates positive public perception on national ethics issues.

3.2.1.2 Public Communication/Education

Public communication will set a tone, plans and frequency for all Government communication activities as a main component of a Communication Strategy. It will enhance effective and timely communication on the implementation of Government initiatives while addressing issues depicted in the situational analysis. The approach will be executed through traditional and new media.

3.2.1.3 Outreach and Mobilization

This entails engagement of the public through creating relationships with specific societies by using contextualized materials and messages to reach stakeholders. This includes the use thematic group meetings, exhibitions, and outreach programs.

3.2.1.4 The outreach program activities

- a) Training: Providing training and education to government employees and Public Servants on ethical principles, practices, and policies.
- b) Public education campaigns: Raising awareness about the importance of government ethics and the role of citizens in promoting ethical behaviour.
- c) Public speaking: Delivering speeches and presentations in various platforms include the academic environment to promote public ethics and encourage ethical behaviour among government employees and the public leaders.
- d) Emphasizing on the Hotlines and reporting mechanisms: Establishing hotlines and system that enable reporting mechanisms for public servants, leaders, and citizens to report suspected ethical violations by public leaders.
- e) Compliance monitoring and enforcement: conduct various activities that will enable Monitoring of the compliance on PLCEA and taking action on enforcement and report to the stakeholders.
- f) Whistle-blower protection: communicate and emphasis on the Establishment of the protections for witness when reports violation of the PLCEA.
- g) Transparency and accountability: Participate on the event, and platforms to Promote the transparency and accountability related to the function and mandate of the Ethics Secretariat
- h) Collaboration and partnerships: engage on the activities that will broad the Collaboration with other organizations and stakeholders to promote ethical behaviour and share best practices for ethics compliance.

3.2.2 Strategies

The strategy areas were identified to ensure effective communication to Ethics Secretariat audience.

3.2.2.1 Strategy Area 1: Ethics Secretariat internal preparation and Coordination of the Communication Strategy

To achieve the overall strategic goal, Ethics Secretariat must ensure that the Communication Strategy is well implemented, coordinated, advocated, and evaluated according to plan. The Communication Strategy will require coordination of information and knowledge management synergy within all departments and levels. Ethics Secretariat stakeholders across the country will need to be well coordinated for them to own this strategy and to effectively communicate internally and externally.

Activities.

- a) Organize internal learning sessions and ensure that all staff and internal stakeholders are participating.
- b) Involve staff and other internal stakeholders in collecting Local, national, regional data and insights regarding public leader ethics.
- c) Ensure that all staff are taking part in collaboration, interaction between Ethics Secretariat, public institutions of accountabilities and citizens.
- d) Involve all internal stakeholders (including partner CSOs, Board members, religious leaders, etc.) in generating new ideas and approaches.
- e) Involving internal stakeholders in forging strong local, national, regional, and international networks on ethics
- f) Involve staff and internal stakeholders in creating compelling and creative communications.
- g) Provide guidance for effective distribution of Ethics Secretariat correct information to the right people.
- h) Provide guidance for effective distribution of Ethics Secretariat correct information to the right people.

3.2.2.2Strategy area 2: Engage the media in delivering the Ethics

Functions and Mandates to the Public

Research findings in Tanzania shows that many citizens trust and believes that media can help uncover wrongdoings. They also believe that information is a right, it belongs to them, and they will act in collaborations with the local authorities once they have information that will help/lead their decision making. Ethics Secretariat need to engage media.

Activities:

- a) Create a database of journalists, editors and talk show hosts for the selected media channel and establish consistence communication that seek engagement such as sending success stories and follow-up.
- b) Prepare SMART press releases well advance. Ensure press releases are in multiple formats and versions for all media channels. Also engage the journalist prior, during and after events.
- c) Prepare and share to journalist media advisories, link them to the experts and build their capacity on the public leader's ethics, accountabilities, and transparency.
- d) Ethics Secretariat will make its effort to contribute to the local content agenda by developing local contents to inform the public and targeted stakeholders. Contents will be produced in simplified form including graphical and audio visuals.
- e) The Ethics Secretariat actively engages public leaders and utilizes bulk SMS to disseminate ethics messages, raise awareness on specific issues, provide updates on legal and policy matters, send event invitations, and facilitate feedback follow-ups.

3.2.2.3Strategy Area 3: Use of social media and Website

An essential tool for communicating with a wide range of stakeholders internationally is a website. To satisfy the content requirements of stakeholders, the Ethics Secretariat

website need to be continuously reviewed, updated, and enhanced. To create and maintain website content, a system of individuals, policies, procedures, roles, and duties need to be put in place. For convenient document storage and sharing, the website content management system serves as a repository for reports, publications, and other communication materials. The website will serve as Ethics Secretariat's online presence to the public; thus, it must be appealing, user-friendly, pertinent, and current. By measuring user satisfaction through user questionnaires, this will be evaluated.

Activities:

- a) Review and update Ethics Secretariat website with appropriate document repository system
- b) Establish procedures, roles and responsibilities and train people for content governance of the website.
- c) Generating uploading and updating relevant content on the website
- d) Re-launching, advertising, and generating backlinks on partner sites.

3.2.2.4 Strategy Area 4: Citizen Engagement

Ethics Secretariat will achieve its communication mandate if Citizen will be properly engaged. Growing evidence confirms that citizen engagement can help governments achieve improved development results and improved public service delivery.

Activities:

- a) Demonstrating citizen agency in addressing public leaders' unethical issues
- b) Promoting conditions that enable meaningful citizen-state interactions.

3.2.2.5 Strategy area 5: Dissemination of investigation and complaints feedbacks

Ethics should leverage on available communication technologies to enhance collaborations; sharing and communication feedbacks outputs to other experts and

interested audience; and sharing of data for use by other stakeholders locally, regionally, and internationally.

Activities:

- a) Conduct research and produce research papers and success stories on ethics for sharing with the audiences.
- b) Establish ethics content development procedures and guidelines.
- c) Conduct content development, re-packaging of research outputs for dissemination to varied audiences.
- d) Identify appropriate dissemination channels/mechanisms.
- e) Develop policies and procedures to guide the knowledge management, storage and sharing of research data.

3.2.2.6 Civil servants' Engagement

The civil servant engagement strategy in communication focuses on fostering effective and transparent communication channels between the Ethics Secretariat and civil servants. This strategy aims to promote a culture of ethical conduct, accountability, and active participation among civil servants.

Activities:

- a) Town Hall Meetings: Conducting regular town hall meetings where civil servants can gather to receive updates, share insights, and engage in open discussions on ethical conduct, policies, and practices.
- b) Newsletters and Circulars: Issuing informative newsletters and circulars that provide updates on ethical guidelines, highlight success stories, and address common ethical dilemmas faced by civil servants.
- c) Strengthen the use of Intranet Portals: Developing dedicated intranet portals or online platforms where civil servants can access resources, guidelines, and relevant information related to ethical conduct, fostering continuous learning and awareness.

- d) Interactive Workshops and Training: Organizing interactive workshops and training sessions that focus on ethical decision-making, conflict of interest management, and promoting ethical behavior in the workplace.
- e) Ethics Hotline or Helpdesk: strengthen the use of Ethics Secretariat hotline or helpdesk where civil servants can seek guidance, report concerns, or seek advice on ethical matters, ensuring a safe and supportive environment for ethical discussions.
- f) Ethics Awareness Campaigns: Launching targeted ethics awareness campaigns that use various communication channels, including posters, videos, and social media, to raise awareness, educate, and engage civil servants in ethical issues.
- g) Continuous Evaluation and Improvement: Regularly evaluating the effectiveness of the communication strategy through feedback analysis, surveys, and monitoring key performance indicators, and making necessary adjustments to improve engagement and communication with civil servants.

3.3 Target Audiences

- i. Internal Stakeholders; Ethics Secretariat staff,
- ii. External Stakeholders: Public leaders, public institutions and institutions of accountability,
- iii. Public: Private sector, Non-state Actors, Citizens, Researchers, and Faith based organizations, consultants, arts and culture groups, community influencers, champions, people with disabilities (deaf and blindness), Foreign Direct Investors,
- iv. Development Partners; Multilateral organizations
- v. Media: Local media, international media

3.4 Communication Channels, Tools, and Tactics

- i. Mass media – National/regional radio, newspapers, and television
- ii. Social Media
- iii. Culturally appropriate information materials
- iv. Special thematic campaigns and public events

3.5 Digital Communication

Digital communication can help the Ethics Secretariat to achieve its overall objectives by:

- a) Enhancing citizen engagement and participation: Digital communication channels allow citizens to interact with the government, provide feedback, and participate in decision-making processes, improving transparency and accountability.
- b) Improving access to government services: Digital communication channels can make government services more accessible and convenient for citizens, reducing costs, and wait times.
- c) Promoting efficiency and effectiveness: Digital communication channels can help the government to streamline operations, automate processes, and reduce paperwork, making it easier to deliver services to citizens.
- d) Encouraging innovation and collaboration: Digital communication can facilitate collaboration among government agencies, stakeholders, and citizens, promoting innovation and the exchange of ideas.
- e) Ensuring data security and privacy: Digital communication channels should prioritize security and privacy to protect sensitive government data and maintain public trust.

Overall, the general objective of digital communication in government is to improve the quality of services, enhance citizen engagement and participation, and promote transparency, accountability, and innovation in government operations.

3.6 Engagement plan

A stakeholder engagement plan is a strategy that outlines how Ethics Secretariat will engage with its stakeholders to build relationships and create a positive impact.

The engagement plan needs to be adjusted regular to fit the actual needs, it is such therefore Ethics Secretariat will include engagement plan as part of the annual communication plan. Below is key consideration when formulating activities related to the engagement plan.

- a) The Identification of the stakeholders that need engagement: Identify the stakeholders and what their interests and concerns are. This will help you tailor your engagement efforts to meet their needs.
- b) Set engagement goals: On the annual Plan, the Ethics Secretariat will set goal for to be achieve through the engagement efforts. It will focus on increase stakeholder awareness, build trust, or gain support for a specific initiative?
- c) Develop engagement activities: In each Annual work plan, the Ethics Secretariat will determine the most effective engagement activities for each stakeholder. These may include focus groups, surveys, community events, or one-on-one meetings.
- d) Create a timeline: Develop a timeline for your engagement efforts. This should include key milestones and deadlines for when different tasks will be completed.
- e) Assign responsibilities: Assign roles and responsibilities to specific individuals or teams for each engagement activity.
- f) Measure and evaluate: Measure and evaluate the effectiveness of your engagement efforts. This will help Ethics Secretariat to determine it is meeting the engagement goals and identify areas for improvement.
- g) Frequent adjustment of the plan: The Ethics Secretariat must be willing to adjust the engagement plan, if necessary, based on feedback from stakeholders or changes in organizational priorities.

3.7 Key Communication Messages, audience, and channels

OBJECTIVE	Audience	Key Message	Channel
HIV/AIDs and NCD infection reduced, and supportive services improved	Ethics Secretariat Staff, Public	Preventive measures message, Check-up regularly, Use your ARV,	Stakeholder's meeting, Mass Media, social media, emails, culturally appropriate information materials Special thematic campaigns and public events
Implementation of National anti-corruption strategy and action plan enhanced and sustained	Public, Media and Development partners, public leaders, and Ethics Secretariat staff, IoAs	No corruption, our service is free of charge	Stakeholder's meeting, Mass Media, social media, emails, culturally appropriate information materials Special thematic campaigns and public events
Public leader's ethics improved	Public Leaders	<ul style="list-style-type: none"> • We champion ethics, efficiency, effectiveness, 	

OBJECTIVE	Audience	Key Message	Channel
		<p>and good customer care in public service.</p> <ul style="list-style-type: none"> • Creative, Innovative, and advanced quality of service in public service. • Maximize productivity in public service. • Aim at problem solving in public service. 	

OBJECTIVE	Audience	Key Message	Channel
Ethical conducts of the public improved	Public	<ul style="list-style-type: none"> • Compliance to laws, regulations, Government directives and rules promotes peace and security. • Our Union. Our Dignity. • Tanzania the land of peace and harmony. • Maintain our national unity, peace and political stability for 	

OBJECTIVE	Audience	Key Message	Channel
		national development. • Observation of good governance for enhanced human rights.	
	Media		
	Public, Media and Development partners		Facebook, Twitter, WhatsApp, Instagram, and YouTube
	Citizen	Report any Misconduct of a public leader via.	Meeting, community radio, social media, media, and prints

OBJECTIVE	Audience	Key Message	Channel
	Public, Media and Development partners, public leaders and Ethics Secretariat staff, IoAs	A Report on.	Stakeholder's meeting, Mass Media, social media, emails, culturally appropriate information materials Special thematic campaigns and public events
Ethics Secretariat Service Delivery Improved	Ethics Secretariat Staff	Core values	Meeting
		Adherence to guidelines, law, and procedures	Email, phone call, message
			Workshop

4 CHAPTER FOUR MONITORING AND EVALUATION

4.1 Monitoring and Evaluation

The implementation of the CS will be followed up by monitoring and evaluation, and comments will be utilized to enhance how the strategy is implemented. The M & E reports will show how well messages are being received, how well they are understood by the target audiences, and whether communications are promoting better service delivery. Moreover, monitoring will determine how audiences are responding to the communication program, the degree to which communication activities adhere to the schedule, the degree to which the communication program meets the demands of the audience(s), and the level of communication quality (whether the messages are addressing the needs of the target audience).

The annual communication plan will be designed by clearly the desire outcome on each communication objectives, to enable measurement of the progress towards achieving the objectives. Define the KPIs that will be used to measure the success of the Communication Strategy. Ethics Secretariat will collect data on the KPIs throughout the communication campaign. Using the data analytics tools to measure the success of the Communication Strategy and identify areas for improvement. Analyse the data collected to evaluate the effectiveness of the Communication Strategy. Identify what worked well and what needs to be improved. Based on the results of the evaluation, adjust the Communication Strategy as needed. This may include changing the messaging, targeting different audiences, or adjusting the timing of the campaign. Continuously monitor the Communication Strategy and adjust it as needed. This will enable you to optimize the strategy and ensure that it remains effective over time.

Annual reviews of the approach will be conducted to gauge how well it is working and how well it is being implemented at any given time. Ethics Secretariat will create an appropriate pre- and post-exposure evaluation process to look at quantifiable changes in the implementation. Consequently, the evaluation will contribute to two crucial goals. The first is to evaluate the strategy's efficacy in assisting with the implementation of the Ethics Secretariat Strategic Plan, and the second is to give

lessons and identify potential improvements to ensure the success of the upcoming plan communication.

At Ethics Secretariat, one of its core functions is Conduct awareness campaigns on the Public Leadership Code of Ethics Act among the Public Leaders and the public in general. The function has a defined objective, outcomes, and indicators in the Strategic Plan. The GCU shall align the effort of the Ethics Secretariat toward the objective by means of this Communication Strategy.

4.2 Coordination Roles for Communication Strategy

The strategy is designed to be centrally coordinated by the communication department at Ethics Secretariat head office. The implementation will be conducted across all zonal offices, where the Promotion Department and communication representatives are located. The Communication department GCU will be responsible for the coordination of the strategy. All other department will align with the GCU and the use of the strategy for all communication. For the coordination the GCU shall ensure the following.

- a) Define priority areas for Communication Strategy interventions.
- b) Conduct and maintain inventory of Communication Strategy partners, activities and materials and identify gaps.
- c) Set up and maintain information and knowledge sharing platforms and tools for the Communication Strategy priority areas.
- d) Provide leadership in policy advocacy, undertake advocacy, capacity and technical skills building at all levels to ensure successful implementation of the strategy.
- e) Identify, document, and share best practices,
- f) Oversee the development of consistent and standardized messages,
- g) Coordinate joint planning with stakeholders where possible to reduce overlaps and encourage scale up,

5 ANNEXES

5.1 Annex I: Stakeholder Analysis

Stakeholder Category	Level Of Influence	How Can They Support Our Work	How Can They Hinder Our Work	Message From the Ethics Secretariat	Channel
General Public	High	1. Whistle blowing public leaders and servants on wrong doings. (Holding public leaders accountable)	lack of public engagement /cooperation with Ethics Secretariat will limit leaders' accountability and so may affect good governance	Function of the Ethics Secretariat, the public leaders code of ethics and the right for public to report the wrongdoing.	Community Radio, social media, meetings and seminars, changes agents and creativity industry
Public leaders	High	1. Adherence to PLCEA, 2. To become	1. Lack of adherence to PLCEA will affect the	The PLCEA and its regulations, creatives messages that will change their mindsets	TV, Radio, Newspaper, publication, social media (Twitter, WhatsApp,) seminar, workshops

Stakeholder Category	Level Of Influence	How Can They Support Our Work	How Can They Hinder Our Work	Message From the Ethics Secretariat	Channel
		ambassador and Whistle blowers	function and Mandate of the Ethics Secretariat.		
Public Institutions	High	1. Guidelines and procedures that supports Ethics 2. Provide educations and awareness on ethics to the public servants. 3. To establish ethics committee 4. To report and noncompliance on ethics related matters	1.Lack of support will affect function of Ethics Secretariat in educating public servants and creating potential leaders in the public services. 2. Not reporting and	The core mandate and function of Ethics Secretariat The system and procedure to support the whistle blowing.	Procedures, letters, and documentations

Stakeholder Category	Level Of Influence	How Can They Support Our Work	How Can They Hinder Our Work	Message From the Ethics Secretariat	Channel
			supporting the Ethics Secretariat through publication will attract unethical conducts in the public offices and so affect the Ethics Secretariat function.		
Private Sector	Medium	To participate on the preparation of regulations and guidelines for PLCEA	Affect the Ethics Secretariat mandate to	The role and function of Ethics Secretariat The PCLEA regulation	TV, Radio, Newspaper, publication, social media (Twitter, WhatsApp,) seminar, workshops

Stakeholder Category	Level Of Influence	How Can They Support Our Work	How Can They Hinder Our Work	Message From the Ethics Secretariat	Channel
		Whistle Blowing role. To support Ethics training and proper guideline at workplaces	create awareness to the private sectors. Affect the flow of whistle blowing from the private sectors		
CSOs	medium	1. Whistle blowing 2. To support the awareness of PCLEA to the public. 3. to adopt and support internal guideline on ethics matters.	1. Affect the Ethics Secretariat functions 2.affect the flow of awareness to the public	Mandate and functions of Ethics Secretariat, Role played by CSOs in promoting and disclosing unethical behavior	Workshop's, Exhibition, Annual forums, public awareness events

Stakeholder Category	Level Of Influence	How Can They Support Our Work	How Can They Hinder Our Work	Message From the Ethics Secretariat	Channel
		4. to support various training depend on specialties (Wajibu, TGNP, WILAC, TLS etc.)			
Development Partners	High	1. Technical Assistance 2. Funding the Ethics Secretariat activities e.g., Outreach programs, capacity building, training facilities, infrastructure 3. Ensure ethics compliance to other development	1. withdrawal of assistance (funds) can affect the implementation of Ethics Secretariat functions; 2. Donor's (Agenda conflicting with Ethics	Mandate and functions of Ethics Secretariat, Role in enhancing good governance/accountability, Ethics secretariat outputs	Print media, reports, letters, face to face communication, concept notes

Stakeholder Category	Level Of Influence	How Can They Support Our Work	How Can They Hinder Our Work	Message From the Ethics Secretariat	Channel
		<p>stakeholders including human right.</p> <p>4. Assist in engaging other stakeholders in good governance.</p>	<p>Secretariat agendas) terms and conditions can be contradictory to Ethics Secretariat internal policies (morality and ethics)</p>		
Media	High	<p>1. create visibility of Ethics Secretariat.</p> <p>2. Raise awareness to the public on ethics.</p> <p>3. Channel for outreach programs.</p>	<p>1. Tarnish the reputation and image of Ethics Secretariat.</p>	<p>Mandate and functions of ES, complaints handled, investigation, public awareness, PCLEA compliance issues relate to Tamko/zawadi/ahadi, promotion</p>	<p>Radio/Tv, social media platform, newspaper, online Tv</p>

Stakeholder Category	Level Of Influence	How Can They Support Our Work	How Can They Hinder Our Work	Message From the Ethics Secretariat	Channel
		4. Channel of receiving complaints;			
Religious Institutions	High	1. Engage in disseminating ethics core values to their followers. 2. Offer platform through religious radios and Tv to raise awareness on ethical conduct	Contradicting Agenda that goes against Ethics Secretariat values	Message on prevention/promotion and compliances of ethics, public awareness raising	Speech, religious platforms, seminars
Good Governance Institutions	High	1. Engagement in promotion of ethics.	1. Ineffective engagement can hinder	Ethics Secretariat services are free zone of corruption, educating staff	Staff meetings, social media, inner publication

Stakeholder Category	Level Of Influence	How Can They Support Our Work	How Can They Hinder Our Work	Message From the Ethics Secretariat	Channel
		2. Information sharing (source of complaints e.g., CGA Reports, annual reports e.g., PCCB, CHRGG); 3. Offer Good practice and experience 4. Support on outreach programs/ exchange of experience (training)/Exchange of information on PLCEA matters	proper implementation of Ethics Secretariats 2. Bad image with Ethics Secretariat /In case of communication breakdown	on importance of integrity committee on promotion of ethics	

Stakeholder Category	Level Of Influence	How Can They Support Our Work	How Can They Hinder Our Work	Message From the Ethics Secretariat	Channel
Influencers: i.e., creative Industry, change agents online and offline	High	1.Become the messages carriers/channels to delivery mandate of the Ethics Secretariat 2.Adviser to Ethics Secretariat on the best method to deliver the message	May become a barrier on message delivery and so limit the mandate of Ethics Secretariat To conducted effective communication on the PLCEA	Adherence to PLCEA, Awareness to PLCEA,	Letters, emails, workshop/training/seminars, website/blogs
Public servants	High	Whistle-blower/technical advice on their areas of specialty/ambassadors	Reluctant/Fears of the outcome	Ethics Secretariat staff be responsible on implementation of PLCEA, Ethics Secretariat staff be	Staff meetings, uses of social media, uses of publication

Stakeholder Category	Level Of Influence	How Can They Support Our Work	How Can They Hinder Our Work	Message From the Ethics Secretariat	Channel
		of ethics issues to their families and place of work.		ethical in performing their duties	
Ethics Secretariat and the coordination Unit	High	<p>1. Ethics Secretariat staff integrity is very essential in duty performance.</p> <p>2. Daily performance of their duties can lead the achievement to the Strategy. (Spreading the message of Ethics Secretariat, Role model (language, actions))</p>	<p>1. Lack of integrity among Ethics Secretariat staff can affect strategy implementation</p>	<p>Awareness to PLCEA, TOT on PLCEA/Ethical matters, responses feedback, information on accountability to report on ethical matters.</p> <p>Awareness on non-communicable diseases. procedures of procurements must be observed, report any public leader misconduct. Report any mistreatment from a public leader</p>	Workshop/training/seminars, WhatsApp/twitter/Facebook, Letters/emails/face to face interaction

Stakeholder Category	Level Of Influence	How Can They Support Our Work	How Can They Hinder Our Work	Message From the Ethics Secretariat	Channel
Consultants	High	1. to be ethical and abiding procurement Act and other laws, and guidelines. 2. Act as a whistle-blower to the institution	1. Failure to adhere Procurement Act, other laws, and guidelines. 2. Failure to cooperate with Ethics Secretariat to report matters contrary to procurement procedures.	insist the uses of client charter services	Email, Meeting, Letters, Digital Media.
special groups (deaf and blind)	medium	1. Act as whistle-blowers to report any matters related with breach of PLCEA.	Failure to give cooperation to Ethics Secretariat on	Awareness to PLCEA, TOT on PLCEA/ethics matter, accountability to report on ethical matters.	Seminars, online TVs/ IEC Materials, letter/emails/website, and digital media

Stakeholder Category	Level Of Influence	How Can They Support Our Work	How Can They Hinder Our Work	Message From the Ethics Secretariat	Channel
		2. Engagement of special groups on ethical matters. 3. Disseminate ethics messages through different forum 4. Technical Assistance on materials that support the special groups	matters related to ethics.	Information on protection to whistle blowers	

5.2 Annex II: Strategy Logical Framework

Communication Objectives	Strategy	Outcome Indicator	Performance Indicator
To enhance public consciousness regarding ethical conduct among public leaders and the adverse societal repercussions it may entail, aiming to foster accountability and promote responsible behaviour.	Conduct public awareness that seek to educated and inform public on the ethical conducts in relation to the role and functions and responsibilities of Ethics Secretariat and Encouraging the reporting of unethical conduct:	Improved public awareness of unethical conducts	% of public that is aware of Ethics Secretariat's mandates and functions increased #number of IEC materials produced and disseminated to the public. #Number of public events attended.
Educating government officials and employees on the importance of ethical behaviour and the specific rules and regulations that govern their conduct	Conduct awareness based on laws and regulation, standard that govern the public servants and leaders on ethical	Improved compliance to PLCEA	# of civil servants and public leaders trained % of unethical matters reported by civil

Communication Objectives	Strategy	Outcome Indicator	Performance Indicator
	behaviours and encourage the reporting of unethical conduct.		servants and public leaders increase
Building trust and credibility of Ethics Secretariat by demonstrating a commitment to mandate, function of Ethics Secretariat.	Strengthen relationship with Media, through media engagement, use the digital tools to respond to the public opinion and to stimulate debate on the matter related to ethics conducts.	Improved Trust and Service delivery	# of public debate engaged # of Media houses engaged % of public with a positive mind towards Ethics Secretariat function has increase

Communication Objectives	Strategy	Outcome Indicator	Performance Indicator
Strengthen partnerships with other government agencies and organizations to promote a culture of ethical behaviour throughout the public sector.	Strengthen coordination of the partnering organization in communication activities, include formal and informal joint awareness activities on ethics related matter	Improved service delivery and corporation	# of awareness programmes developed and disseminated to the public institution improved. # of awareness and training on ethics matters to the enforcement agencies
Strengthening Ethics Secretariat partnership with CSO and international donor community	Partnering with NSA, include CSO and donors' community on Ethics Secretariat activities	Improved relationship and service delivery	% of the stakeholders that are interacting actively with Ethics Secretariat increased. % of donors that are willing to engage with Ethics Secretariat

Communication Objectives	Strategy	Outcome Indicator	Performance Indicator
			increase. % of reports shared with the stakeholders increases
strengthen internal communication on Ethics Secretariat, role, mandates and the Strategic Plan to improve productivity and service delivery	Establish annual internal communication plan established capacity building to internal staff on communication	Performance of Ethics Secretariat service delivery.	Number of staff trained on communication increased %of Staff that can communicate effectively about Ethics Secretariat's enhanced #number of HIV prevention awareness program and training conducted.

Communication Objectives	Strategy	Outcome Indicator	Performance Indicator
			#Number of ant corruption awareness and training conducted
To address public inquiries and concerns related to ethics and promote open communication channels between the ethics office and its stakeholders.	Encourage stakeholders' engagement,	Improved Trust and Service delivery	# of issues received and dealt with on Ethics Secretariat increased % performance of Ethics Secretariat in the public event such as sabasaba, nane nane etc increase

Communication Objectives	Strategy	Outcome Indicator	Performance Indicator
to improve the effectiveness, efficiency, and transparency of government services and operations using digital technologies and communication channels.	identify, establish, and utilize digital platforms	improves Ethics Secretariat operations and service delivery	#Number of online followers established through social media and website #Number of unethical issues reported and delt increased #number of online debate (twitter space, clubhouse, etc) conducted #number of online surveys conducted

5.3 Annex II: List of Media Editors

SN	NAME	POSITION	MOB NUMBER	EMAIL ADDRESS
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4	JANE MIHANJI	MEMBER	0767-700261	jclaud2@hotmail.com
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131	ELIZABETH CHANZI	TEF SECRETARIAT	-	

5.4 Annex III: Media Program list

Name	Media House	Program	Program time	Mobile number
Mr Jones Mrusha	Club House	Kumekucha 0 -A daily morning show that can be accessed easier and freely if you propose an interesting topic to the public.	07:30am - 09:00am	662555555
Faraja Sendegeya	Azam	Morning trumpet- A daily morning show that can be accessed easier and freely if you propose an interesting topic to the public.	07:00am - 8:00am	677931122
Samson Charles	EATV	HotMix - A daily show that can be accessed freely if you propose a topic with interest to the public.	19:00-20:00	787568653
Godfrey Kusolwa	Clouds Media	Alasiri Lounge - A daily show that can be accessed freely if you propose a topic with interest to the public.	15:00-16:00	757626207

Name	Media House	Program	Program time	Mobile number
Philip Mwiava	Clouds Media	Power Breakfast on Saturday - Power breakfast on weekdays are expensive. You need a budget to get airtime for PB. But you can get the PB on Saturday freely only when you have a topic for the public good	08:00-09:00	0715244480
Cesar Mwakisopile	Clouds TV	360 Program - It's a daily program, not always free. It depends with the topic	07:00 - 08:01	712257370
Jaqueline Kombe	Clouds TV	Alasiri - As explained above	15:00 - 16:00	715353577
Joyce	Clouds Media Group	Editorial head - She is a flexible editor that can be well engaged	overall	779888829
Immaculate Kiluya	Star TV	Tuongee Asubuhi (everyday) - A daily show that can be accessed freely if you propose a topic with interest to the public	07:00 - 08:00	753993455
Joyce Nsiima	Star TV	Tuongee asubuhi - As above	07:00 - 08:01	786282434
Neema Ndeto	Star TV	Tuongee asubuhi - As above	07:00 - 08:02	758444720

Name	Media House	Program	Program time	Mobile number
Dennis Mwasalanga	Redio Free Africa	Mwanga Bora (every Saturday) - A weekly show that can be accessed freely if you propose a topic with interest to the public, it is a very interactive show. Very engaging listeners across the country.	07:00 - 08:00	717112777
Aghata Kisimba	Redio Free Africa	Mwanga Bora - as above	08:00 - 09:00	718215189
Sakina	Radio Free Africa	RFA Bonanza - A daily show that can be accessed freely if you propose a topic with interest to the public.	09:00 - 10:00	653222259
Abdul	Kiss FM	Morning kiss (Everyday)A daily show that can be accessed freely if you propose a topic with interest to the public	07:00 - 08:00	679173977
Yusta Msowoya	Kiss FM	Morning Kiss - As above	07:00 - 08:00	673621163

Name	Media House	Program	Program time	Mobile number
Paul Mabuga	Tumaini TV	Overall, in charge - A flexible media production expert, easy to engage and work with		759649673
Maria Sarungi	Kwanza TV	Editorial head- Kwanza TV is a great platform to engage and with interesting topics, free airtime is guaranteed	Owner of Kwanza TV	784235215
Scholastica Mazura	E-FM	Meza huru - A daily show that can be accessed freely if you propose a topic with interest to the public	07:00 - 09:00	799937300
Sylvano	Mlimani TV	Asubuhi njema - A daily show that can be accessed freely if you propose a topic with interest to the public	08:00 - 09:00	718292423
Ananias	Mlimani Redio	Majadiliano - A daily show that can be accessed freely if you propose a topic with interest to the public	08:00 - 09:00	713364909

Name	Media House	Program	Program time	Mobile number
Stanley Chungu	Mlimani Media	Editorial head-Engage him for airtime at Mlimani TV and radio		753670609
Spenser Lameck	ITV	Mezani - A weekly show that can be accessed freely if you propose a topic with interest to the public	03:30 - 04:30	0719583949
Sam Mahela	ITV	Dakika 45 - A weekly show but needs budget, it is not a free airtime	21:00 - 22:00	715358535
Eric Martin	Redio Times FM	Majadiliano - A daily show that can be accessed freely if you propose a topic with interest to the public	10:00 - 12:00	798100531
Albert Chilala	Channel Ten	Talk shows - Check him for available talk shows		0712664508
Alice Tupa/Mika Ndaba	Ayo TV	General content for online tv		783414356/0713112770
Nuzulack Dausen	nukta.com	Managing Editor- Check him for data news and solution journalism		714382434

Name	Media House	Program	Program time	Mobile number
Bakari Machumu	Mwananchi	Managing editor	All issues to do with mwananchi	786842993
Boniface Meena	Mwananchi	Data Editor	All data journalism stories	715577387
Abeid Poyo	Mwananchi	Editor	All articles, letters to the editor	0754990083/0658376411
Imma Mbughuni	Majira	Managing Editor	all news	767203302
Abduel Elinaza	Daily News	Editor	Financial journalism	785293392
David Sevuri	True Vision Production company	I recommend these guys for all audio-visual related advocacy products	All media productions	715313468
Nevile Meena	Editors Forum (Mainland and Zanzibar)	An MOU with Editors forum will provide more platforms for public procurement awareness to the media and the general public	General issues	0753555556/0787675555
Saumu Mwalimu	MCT/CORI	Media council of Tanzania and the Coalition of Right to know are stakeholder who are key in human rights	all news	717392508

Name	Media House	Program	Program time	Mobile number
Maxence Melo	Jamii Media	Jamii media is a powerful tool to think of working together. An MOU with them will provide a platform for more public engagement	all news	758525253
Salma Said	Zanzibar Media			77747101

5.5 Annex IV: Public Relations Society of Tanzania

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3	ADELIN MPUYA	769104645	Ass. Lecturer	SAUT
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5	AHMED DEMBA	789950418	PRO	Kilimanjaro International Lether
6	AKIDA AKIDA	713368526	Information Officer	Mambo ya Ndani
7	ALEX B. NDIMASO	754712453	PRO	Vodacom
8	ALLY A. CHAHAGA	754280491	Director	Vision Company
9	ALMA A. LAAY	764664142	PRO	CRDB
10	ALPHAXAD S. NDAKI	762911962	Director	Compasion mwanza
11	AMANI KANANA	757555557	PRO	DIT
12	AMANI MBWAGA	656632566	Information Officer	Migration Department
13	AMINIEL ELIGAESHA	784648636	PRM	MUHIMBILI
14	AMINIEL J MNUNGULWI	754804186	PRO	Mbeya Sewage Water Authority
15	ANGAJA FUNDISHA	625836479	Head Prog and Conslt	Vijana Connect
16	ANGEL KANSOTA	784820756	Ass. Lecturer	UDOM
17	ANITHA PALLANGYO	713260641	PRO	UBA Bank
18	ANNA MAKANGE	713045045	PRO	TANGA UWASA

S/N	Name	Mob	Title	Institution
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20	ANNASTAZIA W. KISANGA	714885696	Program manager	TBC
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22	ATLEY KUNI	718086171	PRO	Tamisemi
23	AUGSTIINA JUSTINA	655933300	PRO	TTB
24	AUGUSTINE KASALE	782910593	PRO	TANESCO
25	BAHATI S. MOLLEL	676800265		Tanzania Airport Authority
26	BASIL MBUNA	769759622	Administrator	SAUT
27	BEARTICE B. MTENGA	767694999	PRO	UDOM
28	BEATRICE D. JAIRO	713097483	PRM	TPA
29	BEN MWAIPAJA	754815625	Comm Manager	Wizara ya Fedha
30	BENCHINE BAGO	767986368	Secretary Dodoma Press Clab	Dodoma Press Club
31	BENEDICT NKWAO	713881765	PRO	SOCIAL College
32	BENEDICT LUVANDA	717549865	Program manager	TAYOWA
33	SALAMA KASAMALU	788643773	PRO	TANESCO
34	BESTINA MAGUTU	713736943	PRO	TCAA
35	BETHUEL KINYORI	768011255	PRO	NMB
36	BRENDA JOHN	716740008	PR and Advocacy	Shooppers Dar

S/N	Name	Mob	Title	Institution
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39	CECILIA MINGA	712464823		
40	ZANELE CHIZA	712073466	Information Officer	Parliament
41	CHRISTINA C. MURIMI	768000502	Comm Officer	Vodacom
42	D'JARO ARUNGU	755752971	Presenter	TBC FM
43	DANFORD KITWANA	787280412	Ass. Lecturer	TUDArCO
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46	DAVID MWAIPAJA	658414100	Sales Manger	Watumishi Housing
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49	DEVOTHA MAYALA	719677917	PRO	Tanga UWASA
50	DIANA DANDA	685860426	PRO	
51	DOMINA RUMANYIKA	714471525	PRO	NHC
52	DORIS S. NGEMERA	715044222	PRO	UTALII
53	DR. COSMAS MWAISOBWA	754300169	Ass. Director of Comm	NEC
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55	DR. HASSAN S. ABBAS	713584467	Permanent Sec	Ministry of Culture

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57	DORCAS FRANCIS	712932430	Bavicha Queen	Chadema
58	ELIZABETH R. SWAI	758889984	Administrator	Mwenge University
59	EMMANUEL MUSHI	652520640	Manager	Airbone Consultant
60	ENDREW SINGU	782222277	Principal Marketing and Customer service	NHIF
61	EUSEBIUS MSONGO	784442190	PRO	Chuo cha takwimu
62	EVELYNE C. MPASHA	628093952	PRO	Benjamini Mkap Hosp
63	EZEKIEL CHACHA	785758069	Aviation Security	Swiss Port
64	FOCUS MAUKI	655610110	Principal PRO	TPA
65	FOTI NYIRENDA	767640409	PRM	SBC
66	FRAHA WILLIUM	758462054	Quality Assessor	Sun king
67	FRANCIS A. LUPOKELA	766268427	PRO	TPDC
68	FRANK KATABI	713883625	Ass.Lecturer	SAUT
69	GAUDENSIA SIMWANZA	764890444	PRM	TMDA
70	GIFT MKONYI	766210591	Cordinator	Utalii One
71	GODFRIDA JOLA	714147217	PRO	Red Cross
72	GODRICK H. NGOLLY	784331167	PRM	Chuo cha Mipango
73	GODWIN J. SEMUNYU	768002020	PRM	Equity Bank

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75	GRACE KISYOMBE	787670615	PRO	TANESCO
76	GRAY PAUL	764807828		TUDArCO
77	HADIJA JUMANNE	712510665	Journalist	Mwananchi Comm (Mwanza)
78	MAGDI MRISHO	686710609	Sales Manager	
79	HAMISI SIMBA	718801337	PRO	University of Zanzabar
80	HILARY MREMI	762636578	Marketing Manager	Precision Air
81	HILDA J. NASSARY	758437880		Solar Yetu
82	HOSIANA MUNUO	766080752	Sales Manager	Solar Yetu
83	HOYCE TEMU	767262625	Ambassador	Tanzania - Geneva
84	IMMACULATA MTEWELE	743861054	Marketing	Leopard Tours
85	INNOCENT P. MUNGY	767000474	H.of Comm	Wizara ya Habari, Mawasiliano na Teknolojia ya Habari
86	IRENE NGOWELLE	763717246	PRO	TANESCO
88	JACK MEENA	655280355	Director	Dunia Habari
89	JACKSON I. MUSHI	784585964	PRO	UDSM
90	JACQUILINE MATERU	754711619	PRO	Vodacom
92	JAMES G. KILONZO	754480011	Administator	NSSF
93	JAMES R. YUNA	787876147	Marketing Manager	Ministry of Trade

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97	JEROME B. ND'ITU	786008181		Consultant
98	JESCA MHOKA	653708919	PRO	Efm
99	JESSEY CHONDE	715056510	PRO	Ministry of Trade
100	JOHARY KACHWAMBA	785328104	PRM	TANESCO
101	JOHN MASSAWE	684146000	PRO	MUHIMBILI
102	JOHN LIWENGA	686959538	PRO	TRA
103	JOHN P. MASHIGANZA	620421865	Manager	JOBRACK
104	JONAS MAKWETA	714019628	PRO	Open university
105	JOSEPH A. MLINZI	683944511	PRO	Mwanza City
106	JOSSEY S. MWAKASYUKA	767268968	Director	GBC
107	JUANITHA MRAMBA	767393992	Director of Comm	Standard Chartered Bank
108	JULIUS MFUNGO	714509049	Operations	Eco Bank
109	JUMA I. MANDAI	789806848	Ass.Lecturer	NIT
110	KAAYA E. MOSES	754283505	PRM	ALAT
111	MARTHA KAGAMBO	787800867	PRO	TFS
113	KARIMU D. MESHACK	715668668	PRO	NIC
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116	KILO J. MGAYA	653700904	PRO	CRDB Bank
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118	LEONARD D. MAGOMBA	784226616	PRO	TPA
119	LEONARD S. MARPHA	786772017	Membership Officer	ATE
121	LILIAN A. MAHENA	717523632	PRO	Mwl. Nyerere Memorial
122	LILY FUNGAMTAMA	786463153	PRO	TTB
123	LILIAN M. RUGAITIKA	754376371	PRO	TIA
124	LIVING J. KOMU	715915005	PRO	SAUT
125	LODRICHE EPHRAHIM	716578490	Director	Rock Media
126	LOTH M. MAKUZA	766819076	Board Member-PRST	PRST
127	LUANGA MWAMBAMBE	764575655	PRO	BOT
128	LUCY MOGELE	655409119	PRO	Bugando
129	LULU MENGELE	782249994	PRM	NSSF
130	MABEL MASASI	713499544	Comm manager	TCRA
131	MAJID I. MRISHO	686710609	Manager	Magbuss
132	MAKAA LOSERIAN	759027816		
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137	MARY H. KAFYOME	784694076	Ass. Lecturer	TUDArCO
138	MARY KIGOSI	767959680	PRO	COSTECH
139	MARY MWABUKUSI	754476919	PRO	Compasion Arusha
141	BOAZI LAWRENCE	763245259	PRO	Geita
142	MHINA SEMWENDA	622615481	PRO	TAMISEMI
143	MICHAEL MALYA	789147255	Manager	Serengeti Byte
144	MICHAEL GEE-KAY	755888545	PRM	OGILV TANZANIA
145	MIHAYO NEHEMIAH	759789897	Information Officer	BRELA
146	MKAMA KAHAMA	756949290		Kahama Manicipal
147	MOHAMEDI SEIF	712969626	PRO	MWAUWASA
148	MRISHO DAVID	745039970	Lecturer	SAUT
149	NGUSEKELA DAVID	755926736	PRO	NIT
150	MWANAISHA LUAGA	782181219	PRM	TFS
151	MYOMA KAPYA CHILALA	712053464	Director	Crimson Comm Ltd
152	NDEGE MAKURA	762616436	SG	PRST
153	NEEMA W. MWANGUMO	782675520	PRO	MUHIMBILI
154	NGASSA M. MUSA	765015661	PRO	ISLAMIC UNIVERSITY

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158	NYAMAGORI O. KITWARA	714043878	PRO	Prime Minister Office
159	NYANDOLWA F. MFAUME	742806672		NHIF
160	OWEN D. MWANDUMBYA	763820604	Advocacy Manager	Benjamini Mkapa Foundation
161	OYUKE F. PHOSTINE	788551664	PRO	TIRA
162	PASCAL MBANDI	654655507	Journalist	Watch Tanzania
163	PASCHAL SHELUTETE	784595357	PRM	TANAPA
164	PATRICIA MUMWI	764321116	Director	Arena Tanzania
165	PATRICK MVUNGI	763517398	PRO	MOI
166	PAULINA KIBAKI	713297005	PRO	Kinondoni Manicipal
167	PENDO GONDWE	784885050	Zonal Manager	TIC
168	PERES MHAGAZE	767359338	PRO	Mandela University
169	PETER MMBANDO	763999285	Country Representative	Africa Youths
170	PETER KASEMBO	768070328	PRO	Tabora Manicipal
171	PROSPER MINJA	713123254	PRO	Parliament
172	PRUDENCE P. RWEHABURA	766121596	Ass.Lecturer	UDOM
174	RAPHAEL MBUNDA	787979345	PRO	Mtwara Municipal

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179	RICHARD KAYOMBO	756667788	Director of Ed.	TRA
180	RIGOBERT I MLASA	658722257	Sales	Mwananchi Comm
181	ROBERT M. MASUNYA	757364994	Director	Iringa
182	REGINA KIBURE	758199124	WEO	SIMUYU
183	ROIDA ANDUSAMILE	711762930	PRM	BRELA
184	ROSALYNN MWORIA	754710661	Director	Vodacom
185	ROSE MDAMI	713412871	PRO	Mzumbe
186	SABATO D. KOSORI	715777021	PRO	HAZINA
187	SAID MKABAKULI	713898081	PRO	TIB
188	SALIMA M. SALUM	778626022	PRO	TLS
189	SAMIA CHANDE	713357855	PRO	TANESCO
190	SARA KIBONDE	784350472	PRO	Simuyu RC Office
191	SAUDA SWAI	765099375	PRO	Chuo cha Mpango
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198	TABU F. SHAIBU	713493797	PRM	Ilala Municipal
199	THERESIA CHILAMBO	786232386	PRM	Tantrade
201	THERESIA MENDOZA	714082603	PRO	IFM
202	THERESIA SOKA	784783250	Marketing Manager	TIB
203	TITUS KAGUO	786444944	PRM	EWURA
204	TULLY MWAMBAPA	769200600	Director of Corp Affairs	CRDB Bank
205	VENERANDA	713670773	PRO	HELSB
206	VERA ASSENGA	754826015	Program manager	UN women
207	VERONICA L. KAZIMOTO	713986541	PRO	TRA
208	VICTOR M. VENANCE	754209342	PRO	SAUT
209	VICTORIA JOHN	674546545	Marketing Manager	FNB Bank
210	VICTORIA MSINA	767600948	PRO	BoT
211	JOHN WANYANCHA	692148857	Comm Manager	SBL
212	WILFRED MWALOSI	754363080	PRO	EWURA
213	YAHYA A. CHARAHAN	784746157	PRO	NHC
214	ZAINABU KIHANGE	787425597	PRO	Parliament

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218	RACHAEL MKUNDAI	713260844	PRO	TRA
219	PETER MILANZI	688928743	PRO	TPA
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221	AUGUSTINA J. MAKOYE	655933300	PRO	TTB
222	HAFISWA MADIWA	653618075	Ass. Lecturer	UDSM
224	KELVIN MWAITUNGU	719611321	PRO & Journalist	halihalis publishers
225	EDWARD D.NKOMOLA	767059893	PRO	Ministry of Trade
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227	HASSAN BUMBULI	713436153	PRO	Yanga
228	PHILOMENA MBIRIKA	0765366742	PRO	SUJI
229	NEEMA MTEMVU	768067553	PRO	TBS
230	HALIMA H. NYABANGE	656653992	Director	ISCOPE TRADING
231	AUSTIN MAKANI	767625264	Director AMM Invest	AMM Invet
232	FRAHA MSUYA	715668855	Membership Manager	STANBIC BANK
233	ADRIAN SEVERIN MVUNGI	0767833754	Customer Manager	TANESCO
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236	ADAM MBEKI SHINDO	0719222275	PRO	TPA
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238	EMMANUEL KIONDO	0743858051	PRO	CRDB Bank
239	BIBIANA P. NDUMBARO	0767215202	PRO	STAMICO
240	ABUBAKAR H.MSANGULE	0692408953	PRO	M bet
241	GRACE LUCAS NGAILO	0767652589	PRO	UTT AMIS
242	ANITHA DAVID	0753366919	PRO	TARURA
243	GODLISTEN MALISA	0769101044	Comm specialist	
244	AMINA JUMA WARISANGA	0654033055	PRO	TRL
245	HELLEN J. SIRIA	0754210094	PRO	ABSA Bank
247	ASSAH MWAMBENE	0768432626	Manager	AICC
248	CATHERINE A. KILINDA	0755550366	Manager	JNICC
249	MASMUHA S. EL.ABRU	0677265746	Comm manager	TIZA
250	RAKHIL S.KOMBO	0717326727	GRADUATE	TIA
251	VIOLETH MWAKANG'ATA	0716833384	GRADUATE	SAUT
252	REHEMA SHUBI	0628606788	GRADUATE	SAUT
253	NOTOI H NOTI	0717777643	GRADUATE	UDSM
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257	JEMPHA EVARIST	0756649191	GRADUATE	TUMAINI
258	GETRUDE M. KAMORE	0752539477	GRADUATE	NIT
259	RAISA S ABDALLAH	0678206651	GRADUATE	TIA
260	LELA M LILA	0687316024	GRADUATE	NIT
262	LOYCE L. MITORIS	0719900108	GRADUATE	TIA
263	RASAFINA KABANDA	0714002886	GRADUATE	TIA
264	CIARA C. SOMBI	0672851945	GRADUATE	UDSM
265	BAKARI M. MILANZI	0743005751	GRADUATE	UDSM
266	CHIKU ATHUMANI	0786226227	Sales & Marketing	POSH DESIGN
267	FERDINAND MICHAEL	0759788269	GRADUATE	NIT
268	SIRILA J KAYANDA	0712021323	Mt.Meru Hospital	PRO
269	RAMADHANI M MBEGU	0718404296	GRADUATE	SAUT
270	ROSELYNE KIPWATE	0713414913	LOAN OFFICER	EXIM
273	VICENT JOHN	0653043212	VOLUNTEER	SBL
274	NIXON KAGINA	0714961250	GRADUATE	NIT
275	ISMAIL ABDALLAH	0678424602	GRADUATE	NIT
276	MBONEA LENARD	0744584117	PRO	MNH

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279	LUCIA TARIMO	0783919946	GRADUATE	NIT
280	FORTUNATA KANYAMBO	0754610986	BUSINESS	DAR
283	REGINA NYATEGA	0717615991	GRADUATE	UDSM
284	JONETHA PETER	0757519970	GRADUATE	UDSM
285	HAPPINESS SAM	0659305346	GRADUATE	UDSM
286	FLORENCE NKONDOKAYA	0655692730	GRADUATE	UDSM
287	NEEMA MSADIKI	0756287390	GRADUATE	UDSM
288	MOLLY DRABBLE	0755960239	GRADUATE	UDSM
289	SARA E. ANGA	0719166466	GRADUATE	UDSM
290	SALOME MADUHU	0656880266	SELF EMPLOYED	MWANZA
291	JONAS JOHN	0739101311	GRADUATE	UDSM
292	RACHEL ROBERT	0766956440	GRADUATE	UDSM
293	RENANCY REMY	0784882040	Journalist	CLOUDS
294	ANGEL ROBERT	0719472515	SELF EMPLOYED	SAUT
295	JAQUELINE MUNISHI	0654774140	GRADUATE	SAUT
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305	HILAL MAABAD	0773877782	ASS. Lecturer	Chuo cha Utumishi Zanzibar
308	GODFREY MLIGO	0656714955	CUSTOMER SERVICE	AZAM
309	NEEMA HARRISON	0657975987	GRADUATE	UDSM
311	EMILIANA CHARLES	0715802685	SELF EMPLOYED	DAR
312	RACHEL MGENI	0717922819	Journalist	QL64 MEDA
313	NAOMI KIMARO	0759099143	GRADUATE	UDSM
314	JUSTINA ONGITO	0679967807	PRO	UDSM
315	ISDORA KABINDO	0759674716	GRADUATE	TUMAINI
316	DANCAN JUSTIN	0718791666	Comm Manager	SBL
317	MALELA KASSYU	0655396394	PRO	CAPITA PLUS INTERN
318	HASSAN SIMBA HASSAN	0772821241	PRO	SUZA
319	MASUNGWA S. LUCAS	0759250135	GRADUATE	TUMAINI
321	AGNESS BARABARA	0625665651	GRADUATE	SAUT
322	EVERLASTING LYARO	0658198889	PRO	DAWASA
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328	JOSEPHAT MWANZI	0784485438	GRADUATE	TUMAINI
329	ROCKY S. LOKWANDALI	0752600681	GRADUATE	TUMAINI
330	CLEDO MICHAEL	0765795078	Journalist	Mwananchi Communication
331	AIDANUS MKANDALA	0769048098	Administrator	Kampala University
332	DANIEL AZZAR	0764232066	GRADUATE	UDSM
334	MBWANA ALI	0655493472	GRADUATE	TUMAINI
336	BRENDA KURINGE	0717398004	PRO	M.A ARG CONSULTANCY
337	FLORA COSMAS	0719646969	PRO	TAA
338	TATU BENDERA	0718194941	journalist	ZENJI TV
340	MERCY MACHANGE	0744983625	PRO	UDSM
341	WENDLYNE MALAWA	0788774924	GRADUATE	SAUT
342	SALMA KIMISHA	0719439200	SALES	APP BROWSER
344	JUSMIN MWIDINI	0625586687	SALES	KLT COMPANY
346	MARY MARIWA	0716083824	GRADUATE	SAUT
348	SHEILA NYAKILIGA	0653968805	Comm Officer	SIMBA
349	MDEKULE TUSELULE	0712599316	RED CROSS	REDCROSS
350	LILIAN MMBAGA	0768407273	COMM Officer	TAMASHA
351	NEEMA MDIMI	0742764859	GRADUATE	SAUT

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353	AIKA KIMARO	0763493404	PRO	TAMWA
354	JUDITH LWATAMA	0785862823	GRADUATE	UDSM
355	JEMIMA MICHAEL	0767655996	VSO	PRO
356	LUNGE KANUNDA	0657453618	COMM Manager	ATE
358	KHALIFA ABDULIFATAL	0659231098	GRADUATE	UDSM
362	RAY DANCAN	0762780003	COMM Officer	RTI INTERNATIONAL
363	SLIVIA MTENGA	0754222674	PRODUCER	TBC1
364	VICTORIA NDENJEMBI	0715245315	PURCHASE	ROYAL ZANZIBAR
365	ANDREW SENG'ENGE	0686560856	GRADUATE	UDSM
366	MARTHA KIBONA	0762763706	GRADUATE	UDSM
367	ANITHA JONAS	0713167590	PRO	COSOTA
368	MWAKATENYA FRANCIS	0713497572	GRADUATE	UDSM
371	YOHANA KOMBA	0763398261	GRADUATE	SAUT
372	DANSTAN PHILIPO	0717221082	GRADUATE	NIT
374	ZAINABU SWAIBU	0757210832	GRADUATE	TIA
377	ALKADI MASAWA	0769961890	PRO	TRE PORT
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381	JEREMIAH CHARLES	0621031858	MEDIA	PRST

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433	PRISCA OLOMI	0739686643	PRO	MICIT
434	ELIMINATHA P MROSSO	0767555958	PRO	AMREF
	DAUDI EDWARD	0712259825	PRO	ELIMU WIZARA

5.6 Annex V: Themed day

Date	Day - Description
04th January	World Braille Day
15 - 18th January	UN World Data Forum
24th January	International Day of Education
11-Feb	International Day of Women and Girls in Science
13th February	World Radio Day
20-Feb	World Day of Social Justice
21-Feb	International Mother Language Day
01-Mar	Zero Discrimination Day
03-Mar	World Wildlife Day
8th March	International Women's Day
10-Mar	International Day of Women Judges
21-Mar	International Day for the Elimination of Racial Discrimination
21-Mar	World Poetry Day
21-Mar	International Day of Forests
22nd March	World Water Day
23-Mar	World Meteorological Day
24-Mar	World Tuberculosis Day
24-Mar	International Day for the Right to the Truth concerning Gross Human Rights Violations and for the Dignity of Victims
25-Mar	International Day of Remembrance of Slavery Victims and the Transatlantic Slave Trade
25-Mar	International Day of Solidarity with Detained and Missing Staff Members
April	
02-Apr	World Autism Awareness Day
04-Apr	United Nations' Mine Awareness Day
05-Apr	International Day of Conscience
06-Apr	International Day of Sport for Development and Peace
07-Apr	United Nations' World Health Day
07-Apr	Day of Remembrance of the Victims of the Rwanda Genocide
12-Apr	International Day of Human Space Flight
14-Apr	World Chagas Disease Day

20-Apr	Chinese Language Day
21-Apr	World Creativity and Innovation Day
22-Apr	Earth Day
23-Apr	World Book and Copyright Day
23-Apr	English Language Day
24-Apr	International Day of Multilateralism and Diplomacy for Peace
25-Apr	International Delegate's Day
25-Apr	World Malaria Day
26th	Tanganyika & Zanzibar Union Day
26-Apr	World Intellectual Property Day
26-Apr	International Chernobyl Disaster Remembrance Day
27-Apr	International Girls in ICT Day
28-Apr	World Day for Safety and Health at Work
30-Apr	International Jazz Day
1 st May	International Labor Day
02-May	World Tuna Day
03-May	World Press Freedom Day
05-May	Day of Vesak
05-May	World Portuguese Language Day
08-May	Time of Remembrance and Reconciliation for Those Who Lost Their Lives during the Second World War
10-May	International Day of Argania
13-May	World Migratory Bird Day
15-May	International Day of Families
16-May	International Day of Living Together in Peace
16-May	International Day of Light
17-May	World Telecommunication and Information Society Day
20-May	World Bee Day
21-May	World Day for Cultural Diversity for Dialogue and Development
21-May	International Tea Day
22-May	International Day for Biological Diversity
23-May	International Day to End Obstetric Fistula
29-May	International Day of United Nations Peacekeepers

31-May	World No Tobacco Day
01-Jun	Global Day of Parents
03-Jun	World Bicycle Day
04-Jun	International Day of Innocent Children Victims of Aggression
05-Jun	World Environment Day
05-Jun	International Day for the Fight against Illegal, Unreported and Unregulated Fishing
06-Jun	Day of the Russian Language
07-Jun	World Food Safety Day
08-Jun	World Oceans Day
12-Jun	World Day Against Child Labor
13-Jun	International Albinism Awareness Day
14-Jun	World Blood Donor Day
15-Jun	World Elder Abuse Awareness Day
16-Jun	International Day of Family Remittances
17-Jun	World Day to Combat Desertification and Drought
18-Jun	Sustainable Gastronomy Day
19-Jun	International Day for the Elimination of Sexual Violence in Conflict
20-Jun	World Refugee Day
21-Jun	International Day of Yoga
21-Jun	International Day of the Celebration of the Solstice
23-Jun	Public Service Day
23-Jun	International Widows' Day
25-Jun	Day of the Seafarer
26-Jun	International Day Against Drug Abuse and Illicit Trafficking
26-Jun	International Day in Support of Victims of Torture
27-Jun	Micro-, Small and Medium-sized Enterprises Day
29-Jun	International Day of the Tropics
30-Jun	International Asteroid Day
30-Jun	International Day of Parliamentarism
01-Jul	International Day of Cooperatives
11-Jul	World Population Day
15-Jul	World Youth Skills Day
18-Jul	Nelson Mandela Day

30-Jul	International Day of Friendship
30-Jul	World Day Against Trafficking in Persons
12-Aug	International Youth Day
19-Aug	World Humanitarian Day
05-Sep	International Day of Charity
07-Sep	International Day of Clean Air for Blue Skies
08-Sep	International Literacy Day
09-Sep	International Day to Protect Education from Attack
12-Sep	International Day for South-South Cooperation
15-Sep	International Day of Democracy
16-Sep	International Day for the Preservation of the Ozone Layer
17-Sep	World Patient Safety Day
21-Sep	International Day of Peace
23-Sep	International Day of Sign Languages
27-Sep	World Tourism Day
28-Sep	World Maritime Day
28-Sep	International Day for Universal Access to Information
30-Sep	International Translation Day
October	
01-Oct	International Day of Older Persons
02-Oct	World Habitat Day
02-Oct	International Day of Non-Violence
05-Oct	World Teachers' Day
09-Oct	World Post Day
10-Oct	World Mental Health Day
11-Oct	International Day of the Girl Child
16-Oct	World Food Day
24-Oct	United Nations Day
24-Oct	World Development Information Day
November	
14-Nov	World Diabetes Day
19-Nov	World Day of Remembrance for Road Traffic Victims
20-Nov	Universal Children's Day
20-Nov	Africa Industrialization Day

21-Nov	World Television Day
December	
01-Dec	World AIDS Day
03-Dec	International Day of Persons with Disabilities
07-Dec	International Civil Aviation Day
09-Dec	International Anti-Corruption Day
10-Dec	Human Rights Day
01-Jan	New Year
12-Jan	Zanzibar Revolutionary Day
	Siku Ya Kuazimisha Kuazishwa Kwa ES
	Maadili Day
7 June	Sabasaba
8 August	Nane Nane
1 may	Workers Day
14-Feb	Valentine Day
	Jumatano Ya Majivu
	Siku Za Kufunga & Kufungua Shule
	Siku Za Michezo Big Match (Derby- Simba Vs Yanga)
	Wakati Wa Chaguzi Mbalimbali Za Vyama Vya Michezo, Ushirika, Kama TFF
2 July	Siku Ya Mashujaa (25 July)