



THE UNITED REPUBLIC  
OF TANZANIA  
MINISTRY OF WORKS



# ROADS FUND BOARD



**COMMUNICATION STRATEGY  
2024 – 2029**



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# ABBREVIATIONS AND ACRONYMS

ARMFA	- African Road Maintenance Funds Association
CBOs	- Community Based Organizations
ICT	- Information and Communication Technology
IRF	- International Road Federation
LGAs	- Local Government Authorities
MDAs	- Ministries, Independent Departments and Executive Agencies
NGOs	- Non-Government Organizations
OPRAS	- Open Performance Review and Appraisal System
PIARC	- Permanent International Association of Road Congresses
RF	- Roads Fund
RFB	- Roads Fund Board
SWOT/C	- Strength Weakness Opportunities and Threat/Challenges
TANROADS	- Tanzania National Roads Agency
TARURA	- Tanzania Rural and Urban Road Board
NCC	- National Construction Council
MoW	- Ministry of Works
MoF	- Ministry of Finance
PO-RALG	- President's Office Regional Administration and Local Government

# STATEMENT FROM THE CHIEF EXECUTIVE OFFICER

I am grateful to introduce the first five-year Communication Strategy which has been developed along with Strategic Plan 2021/22 to 2025/26. The strategy provides the RFB's communication direction with a view of fostering effective implementation of strategic plan. It also gives the framework for evaluating the impacts of the interventions.

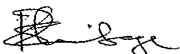
The strategy has considered the role of key stakeholders related to the business registration and licensing. An analysis of key stakeholders and their expectations in relation to the Board's Strategic Plan was conducted. An assessment of the internal strength and weakness as well as external opportunities and challenges, a thorough Situation analysis was conducted. The analysis was influential in establishing the communication gap to be addressed by the strategy in the next five years.

The major focus of the strategy is to improve and disseminate knowledge on RFB function and Mandate of maintaining and repairing roads through public awareness. In this regard, all stakeholders must be reached in their convenient ways; whereas they are not just reached for the sake of knowing the RFB but adding value to road maintenance functions.

It is anticipated that, the broad objective of communication strategy which has been developed will further address communication gap within RFB, strengthen media coverage, engagement the stakeholders and increase awareness for voluntary compliance to regulatory requirement as well as improved service delivery.

We at RFB are committed to ensure the strategy is effectively implemented as a paramount function in discharging day to day activities of the RFB.

RFB would like to extend sincere gratitude to all stakeholders for their valuable contribution towards development of this strategy. We look forward to cooperating with all stakeholders in implementing the Strategy.



**Eng. Rashid S. Kalimbaga**  
Ag. Chief Executive Officer

# EXECUTIVE SUMMARY

Communication is the act of core creation of meanings between a sender and receiver through the use mutually signs and semiotic rules. Communication strategy is a written plan to achieve communication objectives and the goals of the organization. Thus, RFB Communication Strategy is a documented plan to achieve organizational objective of the Board.

This strategy is divided into five (5) chapters. Chapter one summarizes the vision, mission, core values, mandate, roles and functions of RFB. It also highlights the review of RFB communication activities and rationale for developing Communication Strategy. Thus, this Communication Strategy will help engaging internal and external stakeholders in achieving the Mission and Vision of the RFB through targets for the planned activities.

Chapter two outlines the situational analysis and target audience. SWOC analysis has been detailed in this document considering the prevailing internal and external environment that impacts on realization of RFB mission and vision. Categories of stakeholders for effective implementation of communication activities and delivery of the right message to the right people have been highlighted in this chapter.

Chapter three entails communication approaches that will be used while implementing the Communication Strategy. It indicates media and channels to be used, target groups and tactics to be communicated to each niche audience.

Chapter four outlines the monitoring and evaluation mechanisms that will be adopted by TTB to assess the performance and measure the overall impact of the strategy in achieving and realizing the intended objectives.

Chapter five concludes with the financing framework for a communication strategy which outlines the allocation and management of financial resources to support the strategic communication goals of RFB. It involves identifying the budget required for activities such as message development, media planning, and implementation. It also includes mechanisms for monitoring and evaluating the effectiveness of the communication activities, allowing for adjustments to be made to the budget and strategy as needed.

## CHAPTER ONE

# INTRODUCTION

### 1.1 General Introduction

Communication strategy is an effective tool aimed at facilitating information delivery and dissemination between Roads Fund Board and its stakeholders for the purposes of achieving the Board's corporate objectives. This communication strategy is developed to enhance internal and external interactions and facilitate stakeholders' active participation and immediate feedback. It is developed based on the following policies and legal frameworks: Constitution of the United Republic of Tanzania, the Electronic and Postal communications Act of 2010, the Media Service Act of 2016, the Access to Information Act of 2016, National ICT Policy (2016), the Guidelines for the Implementation of government communication in Ministries, Independent Department, Executive Agencies and Local Government. It also adhered to principles of the communication strategy.

### 1.2 Mandate

The Roads Fund Board was established in 2000 under the Road and Fuel Tolls Act, Cap 220. The Board was established to ensure sustainable availability and disbursement of funds to finance maintenance of classified roads in Tanzania Mainland and monitor fund utilization to ensure value for money.

### 1.3 Functions of RFB

According to Roads and Fuels Tolls Act, CAP 220, the functions of the Board are to:



- a) To advise the roads minister on new sources of roads and fuel tolls, adjustment of rates of existing roads and fuel tolls and on regulations for collection of roads and fuel tolls for the purpose of ensuring adequate and stable flow of funds to road operations.
- b) To apply the money deposited into the Fund for the purposes approved by the Parliament;
- c) To set out procedures for agents with respect to the collection of roads and fuel tolls for the purpose of the Fund;
- d) To ensure full collection and transfer of collected roads and fuel tolls to the Fund's account;
- e) To develop and review periodically the formula for allocation and disbursement from the Fund to road Board and advise the roads minister accordingly;
- f) To recommend to the roads minister an allocation of funds for road Board to undertake road management at a level that is suitable and affordable;
- g) To disburse funds from the Fund to road Board;
- h) To ensure that the operations of road Board and the Fund are technically and financially sound;
- i) To monitor the use of the funds disbursed to road Board for the purpose of the objects of the Fund;
- j) To appoint the Roads Fund Manager and the senior officers;
- k) To appoint, subject to approval by the Controller and Auditor General, an auditor or auditors to carry out the audit of the Fund; and
- l) To make any other recommendations to the roads minister as it considers necessary to enable the Board to achieve its objectives.

## **1.4 Vision, Mission and Core values**

RFB Vision, Mission and Core values as follows:

### **1.5 Vision**

“Excellence in road fund management for a well-maintained public road network”

### **1.6 Mission**

“To provide sustainable and sufficient funding for road maintenance to Road Agencies through collection, disbursement, monitoring and control its utilization for socio-economic wellbeing of the public”.

### **1.7 Core Values**

#### **i. Integrity**

The Roads Fund Board (RFB) observe and maintain high standards of ethical behavior and the rule of law.

#### **ii. Transparency**

The Roads Fund Board (RFB) is open, accountable, and responsible to stakeholders.

#### **iii. Teamwork**

The Roads Fund Board (RFB) value team work to achieve objectives.

#### **iv. Competence**

The Roads Fund Board (RFB) execute its duties with respect to professional skills, ethics, standards, and guidelines.

#### **v. Innovation:**

We believe in creative ideas, technologies, and practices to enhance quality, effectiveness, and efficiency in road maintenance financing.

#### **vi. Professionalism:**

We execute our duties with respect to professional skills, ethics, standards, and guidelines.

## **1.8 Review of the RFB Communication Activities**

The review of various RFB working documents and stakeholders' engagement revealed that the Board has been executing several communications activities to facilitate both the internal communication between the management and employees as well as communication engagement between the Board and its stakeholders. Several strategies were used including harnessing the use of social media outlets and platform, including the twitter handle @Mfukowabarabara, which so far has 240 followers and the Instagram account called @Bodi\_ya\_mfuko\_wa\_barabara, which has 1560 at the time of review. RBF also has YouTube account called "Bodi ya Mfuko wa Bbarabara" with under 200 subscribers. The Board has the Facebook page under the name "RFBTZ" with 817 followers. Several short video clips were created and shared in the social media outlets. Besides, the Board has a website [www.roadsfund.go.tz](http://www.roadsfund.go.tz), which is updated from time to time and contain current information regarding the works of the Board.

Through the previous Communication Strategy, the Board produced about 15 Television and Radio programs, publishing one newsletter, engaging media personnel in 20 RFB activities. Some of the production and media engagement activities were reported in the Board's social media outlets and Barabara App, A lot of efforts were also used to publicize the Barabara Mobile application (BarabaraApp) as an application, which is geared to provide up to date information about issues facing road users on the performance of road network.

With regards to the mainstream media, several articles

regarding various activities of the roads Fund Board were published in the mainstream media such as Daily News, Guardian, the Citizen, Mwananchi, Nipashe, Rai, Raia Mwema, Habari Leo, Uhuru, Sunday News and Mzalendo. The published and printed articles helped to enhance the visibility and brand of the organization as the main enabler of the road maintenance in terms of providing funding to the Tanzania National Roads Agency (TANRODS) and Tanzania Rural Roads Board (TARURA).

It has also been noted that the RBF does not have a full-fledged Government Communication Unit. The lone Communication Officer reports to the Head of Human Resources against the established Guidelines of the Government Communication Units.

The review suggests that there is a need for RFB and stakeholders, especially the MDAs and LGAs benefiting from RFB funding services to collaborate in creating awareness through various media campaigns on different media outlets, taking into consideration that road maintenance involves various stakeholders at different levels in government ranks and private sector.

Taking into consideration that communication roles is a management function and the fact that within the communication portfolio there are various roles that needs several persons, reviewing this strategy to suit the current moment of advancement convergency of technologies, is of paramount importance. As such, reviewing the communication strategy will ensure that the RBF communication is aligned to the new trends.

Therefore, developing a comprehensive

Communication Strategy to create awareness of the RFB is inevitable. RFB reviewed communication strategy is the proper effect to implementation and delivery of the key messages to the target audiences by facilitating the development objective through its contributions to the National Long-Term Plans such as FYDP III and SDGs and other development agenda. Therefore, it will ensure that RFB functions/ activities are clearly communicated and being understood.

# SITUATIONAL ANALYSIS

## 2.1 General Introduction

This Chapter presents an analysis of the Roads Fund Board's communication practice in managing its affairs. Specifically, it presents the Strengths, Weaknesses, Opportunities and Challenges in relation to communication issues and stakeholders' analysis, as well as identifying critical issues to be addressed in enhancing the RBF brand and visibility.

## 2.2 Current RFB Communication Issues

Although RFB communicates with its various stakeholders through different means of communication and channels, the communication was not effective due to a number of shortcomings, including absence of documented procedures that meets the current era of convergence of technologies that demands a highly skilled and multi-task personnel with and talents to harness new trends in the sector, including use of artificial intelligence in analysing stakeholders and serving the unique interest of every stakeholder. Besides, several legal and regulatory frameworks in the media and communication landscape necessitates the need for a reviewed Communication strategy to suit the status. This strategy is reformulated to enhance transparency, accountability, and rule of law. It is also meant to raise awareness of the Board's functions and objectives in a more strategic manner.

## 2.3 Stakeholders Analysis

To get a clear understanding of RFB stakeholders' information needs, it is important to categorize and establish their relationship to corporate communication needs. A thorough analysis has been undertaken and its findings are presented in Table 1:

Table 1: RFB and Stakeholders' Information needs analysis

Stakeholder	Relationship	Stakeholders Communication Needs	RFB Communication needs
Ministry of Finance	Disbursement of the road maintenance funds	Want to see roads maintained and proposal on how to widen the scope of revenue	Timely disbursement of funds
Ministry of Works	Policy guidance Immediate supervisor	<ul style="list-style-type: none"> <li>Wants road maintained.</li> <li>Want public education on maintenance.</li> <li>Regular reports on project monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Policy guidance</li> <li>Advocacy and rapport with key stakeholders and philanthropists</li> </ul>
Ministry of Communication, Information and Communication Technology	Policy guider on communication issues	<ul style="list-style-type: none"> <li>Smooth and strategic communication.</li> <li>Adherence to GCU guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Communication guidelines presence</li> <li>Payment of utility tariffs</li> </ul>
TARURA/TANROADS	RFB funds beneficiary	Smooth floor of maintenance fund	Adherence to standard of the maintenance and repair of roads.

Stakeholder	Relationship	Stakeholders Communication Needs	RFB Communication needs
Social Media Subscribers and followers	Channel of communication	RFB's information sharing	Using social media to amplify RFB messages for wider sharing
RFB Staff	Employees of RFB	<ul style="list-style-type: none"> <li>• Salary information</li> <li>• Leave roster.</li> <li>• Promotion, demotion, Confirmation and Retirement</li> <li>• Transfer</li> <li>• Standing Orders</li> <li>• Training opportunities</li> <li>• Job Description</li> <li>• Rules and Regulations</li> <li>• Performance Appraisal (OPRAS)</li> <li>• Reports on organization's performance</li> <li>• Ministry of Works' responsibilities</li> <li>• Pension Benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Employees personal records</li> <li>• Performance appraisal report</li> <li>• Feedback/perception</li> </ul>



Stakeholder	Relationship	Stakeholders Communication Needs	RFB Communication needs
Ministry of Works, RFB, PMO-RALG and road agencies	Implementing Agencies for road maintenance works by using Roads Fund	<ul style="list-style-type: none"> <li>• Performance Agreement</li> <li>• Roads Fund utilization guidelines</li> <li>• Technical audit findings</li> <li>• Information on release of funds</li> <li>• Information on research findings and best practices</li> <li>• Client Service Charter</li> <li>• Monitoring report</li> </ul>	<ul style="list-style-type: none"> <li>• Operational Plan Budget</li> <li>• Implementation Reports</li> <li>• Feedback on the audit recommendations</li> <li>• Information on research findings and best practices on road maintenance</li> <li>• Access to information and systems (DROMAS, RMMS, ePermit, CCTV monitoring system etc.)</li> </ul>
Development Partners	Provide funds through RFB to support local roads development projects and capacity building	<ul style="list-style-type: none"> <li>• Implementation Reports</li> <li>• Audit Reports</li> <li>• Various Policies and Regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Information on research findings and best practices on road maintenance</li> <li>• Availability of maintenance funds</li> <li>• Memorandum of Understanding on road maintenance financing</li> </ul>
Media	Communication channel for disseminating RFB's information	<ul style="list-style-type: none"> <li>• Roles and Mandates of RFB</li> <li>• Corporate Events</li> <li>• Response to various News requirement</li> <li>• Advertisements</li> <li>• Annual Reports</li> <li>• Press conferences &amp; other events of public interests</li> </ul>	<ul style="list-style-type: none"> <li>• News on road maintenance and RFB Publicity</li> <li>• News related to Roads Fund</li> </ul>

Stakeholder	Relationship	Stakeholders Communication Needs	RFB Communication needs
Private Sector	Service provider to the RFB	<ul style="list-style-type: none"> <li>• Procurement Information</li> <li>• RFB Policies, Guidelines, Regulations, Client Service Charter</li> <li>• Annual Reports</li> <li>• Performance Agreements</li> <li>• Information on research findings and best practices</li> <li>• Availability of Funds</li> </ul>	<ul style="list-style-type: none"> <li>• Information on research findings and best practices on road maintenance</li> <li>• Market Information</li> <li>• Technical Audit Reports, Consultancy Reports etc.</li> <li>• Information on contractor's performance</li> <li>• Feedback</li> </ul>
Non-State Actors (NGOs, CBOs)	Disseminators of information to the grassroots	<ul style="list-style-type: none"> <li>• Client Service Charter</li> <li>• Implementation Reports</li> <li>• RFB Policies, Guidelines, Roles, and Mandates</li> <li>• Calendar of Events</li> <li>• Whistle blowing handling mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• Whistle blowing on roads maintenance activities.</li> <li>• Feedback on road maintenance activities</li> </ul>

Stakeholder	Relationship	Stakeholders Communication Needs	RFB Communication needs
Public and Road users	Contributors of the Roads Fund and beneficiaries of road services	<ul style="list-style-type: none"> <li>Awareness of RFB activities</li> <li>Education on the best road use</li> <li>Clients Service Charter</li> <li>Employment opportunities</li> <li>Whistle blowing handling mechanism.</li> <li>Implementation reports</li> <li>Publication on participation in events and exhibition</li> </ul>	<ul style="list-style-type: none"> <li>Whistle blowing on road maintenance activities.</li> <li>Feedback on road maintenance activities</li> </ul>
International Road Organisations (PIARC, ARMFA and IRF)	Members/Affiliate	<ul style="list-style-type: none"> <li>Roles and Mandates of RFB</li> <li>Annual Reports</li> <li>Road and Fuel Tolls Act</li> </ul>	<ul style="list-style-type: none"> <li>Information on research findings and best practices on road maintenance</li> <li>Membership status</li> </ul>

## **2.4 SWOC Analysis**

Table 2 presents analysis of the Strengths, Weaknesses, Opportunities and Challenges related to RFB communication issues while Table 3 provides the communication audit framework.

## **2.5 Communication Critical Issues to be Addressed**

Given the above analysis, the following issues need to be addressed for effective communication:

- i) Lack of qualified communication personnel
- ii) Inadequate media interaction
- iii) Absence of a library
- iv) Underutilization of ICT opportunities,
- v) Inadequate skills on the usage of emerging media
- vi) Inadequate promotion of corporate image and identity,
- vii) Inadequate social media interaction
- viii) Inadequate feedback mechanism with external stakeholders
- ix) Inadequate promotion of RFB website
- x) Inadequate interaction with international organizations stakeholders
- xi) Underutilization of knowledge available in the international forums

**Table 2: SWOC Analysis**

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> <li>• Good will to communicate from the Government top brass.</li> <li>• Well established flow of information mechanism</li> <li>• Existence of Roads Fund operations reports and guideline documents.</li> <li>• Existence of communication resources/ infrastructure</li> <li>• Well established RFB Management Information System</li> <li>• RFB Website in place with updated information</li> <li>• Publication of newsletter and annual reports</li> <li>• Support from the Board and Management on communication issues</li> </ul>	<ul style="list-style-type: none"> <li>• No established Government Communication unit</li> <li>• Inadequate communication personnel</li> <li>• Non-existence of a media library</li> <li>• Absence of a communication strategy</li> <li>• Limited followers and subscribers to RFB social media outlets</li> </ul>
OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> <li>• Presence of various media outlets.</li> <li>• Good relationship with various media outlets.</li> <li>• Increased demand for information from stakeholders about roads</li> <li>• Availability of exhibitions such as: Public service week, Saba Saba, Nane Nane etc.</li> <li>• Favourable policies towards communication.</li> <li>• Emerging new communication technology.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited human resources.</li> <li>• Resistance to share information by some of stakeholders.</li> <li>• Fast communication technology advancement and changes.</li> <li>• Mistrust between RFB staff and media officials.</li> <li>• Unethical media personnel.</li> <li>• Lack of clear demarcation between RFB and road agencies (TANROADS &amp; TARURA)</li> </ul>

**Table 3: Internal and External Communication Audit**

Target Audience / Stakeholders	Information Needs/ Gap	Expectations of the target Audience	CS intervention	Expectation
The Public/Citizen	Limited awareness of the RFB mandate and roles.	Easy access to information on RFB functions and routine activities	Packaging information for dissemination through various outlets.	Raised awareness on RFB mandate and functions to it's potential stakeholders
	Limited awareness on RFB road monitoring activities		Packaging information for dissemination through various outlets.	
	Limited information on the role of public in road maintenance activities	Well maintained road network	Packaging information on the role of public in roads maintenance activities for dissemination through various outlets.	Raised awareness on the role of public in roads maintenance activities
	limited information on roads maintenance fund released to Roads Fund Board	Easy access to information on released road maintenance fund to Roads Fund Board	Packaging information for dissemination through various outlets.	Raised awareness on the fund's operation

Target Audience / Stakeholders	Information Needs/ Gap	Expectations of the target Audience	CS intervention	Expectation
MDAs and LGAs	limited communication between RFB and its Stakeholders	Positive influence on RFB activities enhanced	Engage stakeholders in PR activities	Easy access to MDAs and LGAs services
Internal Staff/ employees	The need for information desk/ center.	Clear and responsive feedback mechanisms.	Setting a customer service call center./ setting up e-feedback response mechanism	RFB staff being the first in handling customer's complaints.
	Timely response to public complaints	Provision of timely information for decision-making.	Preparing and publishing a "Client Service Charter"	Both RFB staff and external clients to know exactly timeframe to expect responses.
	Clear spokesperson to the media.	Identified the Boards spokesperson.	Packaging information for dissemination through appropriate medium for them	Stakeholders being on the seamless communication loop.
	Employees should know the direction of the Board.	Good synergy and understanding of the Board's direction.	Packaging information for staff awareness	Board's goals attained

Target Audience / Stakeholders	Information Needs/ Gap	Expectations of the target Audience	CS intervention	Expectation
Ministry of Finance	Untimely transfer of fund	timely transfer of fund	showcase the utilization of the funds transferred through quarterly planned meetings	Adequate fund for roads maintenance
Ministry of Works	Poor Communication response	Timely communication response	Engage MoW in RFB PR activities	Enhanced communication response
PO-RALG	Poor Communication response	Timely communication response	Engage PO-RALG in RFB PR activities	Enhanced communication response
TANROADS	Poor Communication response	Timely communication response	Engage TANROADS in RFB PR activities	Enhanced communication response
TARURA	Poor Communication response	Timely communication response	Engage TARURA in RFB PR activities	Enhanced communication response
MEDIA	Limited media involvement in RFB activities	Smooth flow of information on RFB activities and conduct	Increased RFB media activities	



# COMMUNICATION STRATEGY

## 3.1 Introduction

The chapter entails approaches that will be used while implementing the communication strategy. The chapter also indicates media and channels to be used, target groups and the type of messages to be communicated to stakeholders.

## 3.2 General Communication Objective

The main objective of this communication strategy is to ensure that RFB achieves its mandate, especially the vision and mission through a coordinated and systematic approach for stakeholder's communication engagement, sustaining the Board's visibility, information sharing and dissemination, improving knowledge, attitudes, and practices of the targeted audience and public.

## 3.3 Specific Objectives

- i. Enhancing the agency's Corporate Image and Identity,
- ii. Enhancing the agency's visibility and brand.
- iii. Facilitate information sharing of testimonials and evidence based on the key milestone, lessons learned and mainstream best practices on the Board's Strategic Plan implementation among the Stakeholders.
- iv. Strengthen and maintain sustainable mutual relationship and participation with key stakeholders;
- v. Identify and Implement behavior change strategies for sustainable adoption of positive actions towards maintaining road networks in the country;

- vi. Improve internal communication systems and procedures;
- vii. Establish and Enhance the Public Relations and Education Unit to implement the communication strategy

### **3.4 Communication Approach**

This communication strategy is aligned to Roads Fund Board's Strategic Plan (2021-2026) and it supports achievement of the organizational goal through the Advocacy, Communication and Awareness (ACA) model. This model is preferred due to the nature of RFB's operations and its audience. During the implementation the following approaches will be used.

#### ***i. Advocacy.***

Due to the nature of the RFB audience, advocacy plays a crucial role in communication by giving voice to important issues, causes, and their impacts. It serves as a powerful tool for raising awareness, influencing public opinion, and driving change. Through advocacy, RFB will educate, mobilize others around on the sources of income aiming to create a positive impact on its mandate of roads maintenance.

It will also help in ensuring that diverse perspectives are heard and considered in decision-making processes. Furthermore, advocacy efforts can lead to policy changes that address the limited funds as a systemic issue, ultimately contributing to a more equitable and sustainable future. Generally, advocacy will not just be about speaking up—it's about driving RFB's agenda by bringing a meaningful change through effective communication and action.

**ii. Awareness for creating common understanding.**

Implementation of communication aspect will support RFB to achieve high buyers' awareness of Tanzania roads activities or services. Running a PR campaign for some months prior to launch, promoting award, stylists, and qualifications by reinforcing it through a Direct Messages campaign to targeted customer groups.

**3.5 Communication Channels, Tools, and Tactics**

Various communication channels, tools and tactics will strategically be used to ensure target audiences are reached effectively to achieve the communication and marketing objectives stated in the RFB Corporate Strategic Plan

**3.6 Tanzania Media Landscape**

The media industry in Tanzania has grown tremendously since its liberalization in the late 1980s. Therefore, the media has an important role to play in the successful execution of this strategy. The liberalization of the media marked the beginning of the proliferation of media outlets in the country.

Currently, according to Tanzania Communications Regulatory Authority (TCRA) statistics, the radio coverage in Tanzania is almost 98% with 200 registered radio stations as of 15th July 2021. The growth is also mirrored on Television whereby a total of 46 TV stations were licensed. Newspapers have also been an important avenue for reaching stakeholders. Registration data from MoCIT-Tanzania Information Services Department (MAELEZO), show a presence of 262 registered newspapers and magazines as of 31st August 2021.

According to Zanzibar Broadcasting Commission and the Information Service Department (Zanzibar), there are 23 radio stations of which 5 are community radio stations, 17 mainstream TV stations, 26 online radio/TV stations, 66 newspapers and journals as of August 2021.

The use of the internet is an enabler of information dissemination. According to Tanzania Communications Regulatory Authority (TCRA) statistics, as of 30th June 2021, 29.2 million Tanzanians have access to internet services, with the majority accessing via mobile gadgets. This shift, though largely urban, provides opportunities for citizens to access online news, engage in online public discussions, and stimulate the growth of citizen journalism. Currently, there are 24 online radio and 474 online Televisions licensed in the country.

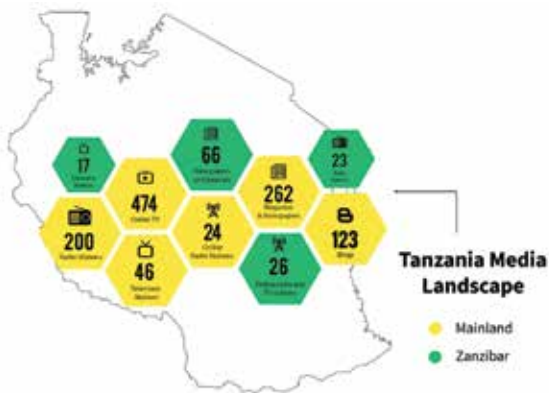


Figure 1: Tanzania Media Landscape

Source: MoCIT-Tanzania Information Services Department (MAELEZO) 31st August 2021 and TCRA Statistics, 30th June 2021.

### **3.7 Tanzania Media Market Share**

Tanzania has many fora that help its citizens to get informative and entertaining programs on daily basis. The Tanzanian media market is a diverse landscape, characterized by a mix of state-owned and private outlets across various platforms. The media channels include Radio, Television, Newspapers, social media, internet, word of mouth, public and community meetings, posters/notice board and fliers.

Television is a dominant force, with popular stations such as ITV, Clouds TV, and Azam TV offering a range of content from news to entertainment. Radio also plays a significant role which enjoys large audiences and print media, while less prominent.

Digital media is on the rise, with increasing internet penetration driving the popularity of online news portals and social media platforms. Mobile technology has been a key driver of this growth, making information more accessible to a wider audience. However, the media landscape is not without challenges, including issues of media freedom and government censorship, which can impact the diversity and quality of content available to Tanzanian audiences.

### **3.8 Mass media – National/regional radio, newspapers, and television**

The RFB and partners will capitalize on well-established media in Tanzania to disseminate key messages targeting all audiences identified in the situation analysis chapter. The message format will vary to suit different groups, as indicated in the audience needs assessment, but will include TV and radio news coverage, special program productions,

interactive talk-shows and guest/ expert appearances in call-in program and media campaign.

*i.* **Radio**

In Tanzania as in other parts of Africa, Radio is the most frequently cited source of information for many and presents the most efficient way to reach millions at once. Currently the coverage is 98% with 183 Radio stations. The team will take advantage of Radio popularity of Tanzania including mainstream and community in dissemination of information on Universal Health Insurance Cover. The number of Radio stations has grown steadily over the last few years, targeting different groups of audiences. Through this decentralized media status in Tanzania, the team will take advantage of the national (mainstream media) and regional stations (community radio) to reach various groups of stakeholders.

*ii.* **Television**

Television is yet another avenue which the strategy will use to reach its target stakeholders with the key messages. Although not as widely accessible to most Tanzanians as radio, television offers the opportunity for creative programming targeting very specific groups for instance Executive Government Officials, politicians, Law enforcers Development partners, private sector as well as those in the higher and middle economic groups. TV will be helpful in supporting national level activities including public education. In Tanzania mainland there are total of 44 TV stations including District, Regional and national.

*iii.* **Daily and Weekly Newspapers**

Despite the levels of fewer people in Tanzania who receive information and news through newspapers

compared to radio and TV, this avenue is important in reaching some groups of audiences (stakeholders). There are wide varieties of newspapers in the country that the Team will work with to disseminate information to special interest groups by publishing news stories, feature articles, special editions, and pictorials. There are 233 newspapers and magazine registered in the country.

#### **iv. Social Media**

Unlike the conventional such as TV, radio and newspapers which transmits information in one direction where users can consume the information the media offers but they have little or no ability to share their views on the subject. There are 24 million internet users in Tanzania out of which 12 million uses social media. These networks include Facebook, WhatsApp, Twitter, Instagram, and Google+, Viber, LinkedIn, Blogs, Skype and YouTube channels through live streams, online interactions, short video clips and captioned pictures. The social media gives users the ability to interact with each on the content that is being disseminated or shared.

### **3.9 Culturally appropriate information materials:**

The strategy will also produce information materials which will be distributed to the target audience through various channels, to further disseminate information and reinforce positive behaviors. In developing the materials, the strategy will consider, among other factors, cultural appropriateness regarding specific audiences and literacy levels. A range of print and audio-visual materials, including low literacy products, which will be pre-tested in collaboration with the local

communities to ensure they meet their information need, will be produced.

### **3.10 Special thematic campaigns, exhibitions, and public events:**

The RFB will schedule and launch thematic campaigns around specific and different areas of priority for a reasonable and specified period for public education and to further the public's knowledge on its function and Mandate in safeguarding and effectively oversee Government's investments in both Public and Statutory Corporations. There will be scheduled events and will be set to coincide with all pavilion weeks in the national and international calendar. The national events such as Public Service Week, Sabasaba and Nanenane will be effectively used to send roads maintenance messages to the public.

### **3.11 Media and Journalists engagement**

The CS will also focus on creating a good rapport with media owners, editors, and journalist/reporters on the key priority messages for supporting road maintenance projects. The activities which will be carried out with regards to this include meetings, monthly luncheons, annual retreats, and training or workshops.

### **3.12 One to one communication**

Interpersonal communication has been formed to be a significant source of information with increased discussion of certain issues with stakeholders. The Team will build on this positive avenue to strengthen information dissemination especially during specific stakeholder's meetings such as Members of Parliament. This will be supported by educational materials and presentations.



# IMPLEMENTATION, MONITORING AND EVALUATION

## 4.1 Introduction

The implementation of the Communication Strategy requires commitment and involvement of RFB and its stakeholders. The successful implementation will rely upon both human and financial resources; management and staff commitment; and strategic approach in implementing the strategy.

## 4.2 Implementation of Planned Activities

RFB will use this communication strategy to prioritize, plan and implement communication activities according to its strategic plan implementation. The strategy will be implemented in phases. RFB, public institutions and key stakeholders will play a central role in the implementation of this communication strategy.

It will be the responsibility of the public Relations Unit together with the management to plan, endorse and prepare all specific lines of activity for the success of the communication Strategy.

## 4.3 RFB Management

This communication strategy must be owned by RFB management for smooth implementation. Therefore, through this Communication Strategy, the board will be able to continuously assess itself against performance and feedback that will be received from the stakeholders on how best to enhance their proximity to their stakeholders.

The role of the RFB is to coordinate the implementation

of this communication strategy, by working closely with key stakeholders. It will also, forge close partnerships with key stakeholders in the private sector, development partners and leverage such relationships to mobilize resources and talent for effective communication. RFB will keep its key stakeholders well informed of relevant development on the Board's functions implementation.

#### **4.4 Stakeholders**

The identified stakeholders of RFB include, Ministries, Mass media, Business Entities, Policy makers, Opinion Leaders, Private sector, Investors, Financial Institutions, Entrepreneurship Institutions, Public Institutions, Academic/Research Institutions, Judiciary, Parliament, Political Parties, RFB Champions, Employees, Journalists, Development Partners, Multilateral corporations, Media organization, Civil Society Organization, Faith-based organization, Community-based organizations, Non - State Actors, Philanthropic (Charitable) organization, Opponents and the general public.

All groups have their communication needs, shaped by the national and societal interests. This means that, they are responsible in implementing this strategy. All stakeholders will be involved at different stages and through various techniques in the implementation of this strategy. Since this strategy has been tailored to their information needs, their involvement in the implementation of this strategy will increase its ownership and success.

#### **4.5 Capacity Building**

Communication as an activity will be undertaken by all RFB staff. However, not all staffs are skilled communication professionals. Therefore, capacity

building programs on communication will need to be undertaken for all RFB staff. Short-term training of some management, senior staff and other groups will be organized. Such training will aim at equipping them with basic communication skills, which they might use when interacting with their stakeholders. The training will be conducted with focus on both internal and external types of communications. The aim is to equip such groups with basic communications skills such as; public speaking, reacting to questions in crisis situation and media handling, protocol and etiquettes.

#### **4.6 RFB Public Relations Unit**

The RFB Public Relations Unit will be responsible for processing information, designing key messages, developing annual communication agenda and assist in running official communication programs. The unit will liaise with public institutions and other stakeholders to make sure consistent and coordinated delivery of strategies by performing the subsequent key tasks:

- a. Handle routine public relations activities, including carrying out of photographic assignments, handling publicity/ information dissemination;
- b. Identify appropriate institutional mechanisms and agents for communications at various levels;
- c. Issue an annual communication schedule along with a calendar of communication events to be undertaken by RFB;
- d. Arrange regular media briefings, press conference and provide topical and informative media releases;
- e. Identify, acquire, prepare and provide information of interest to particular stakeholder groups;
- f. Inform the press on the major decisions taken in

respect of the RFB rolling strategic plan implementation activities;

- g. Collect, assess and report public criticisms and complaints related to the functions of the Board;
- h. Review, preview and provide information of RFB to be uploaded into the website;
- i. Coordinate RFB events and capacity building programs;
- j. Produce and disseminate e-newsletters, posters, TV and radio programs, videos, brochures, and other promotional material such as calendars, greeting cards and posters;
- k. Manage RFB website and Official social media pages;
- l. Organize and implement public awareness meetings and educational programs

#### **4.7 Public Institutions**

Government works as a united organization. RFB will work closely with the other public Institutions to mainstream messages and issues associated with the implementation of this strategy. In order to create awareness to the general public, Institutions and public's support, sustained commitment and consistent messages from the political leadership will also be critical to the credibility and sustainability of the communication strategy.

#### **4.8 Delegation of Authority**

It will ensure the accountability and responsibility in the implementation of this strategy that the proper messages are used for the target audience. The Board will make sure that the communication released, and the channels used are sanctioned by the appropriate staff and disseminated responsibly to the target

audience. In the delegation of authority, the approval process for communications should go through as few people to fast-track the execution of the strategy effectively and efficiently.

#### **4.9 Crisis Communication**

A crisis is an occasion that subjects the Board or organization to extensive and potentially unfavorable attention from local and international media and other stakeholder groups. This strategy contains a guidance on ways to lessen the impact of the damage, especially if the crisis is likely to lower the Board's reputation, corporate image, and identity. RFB is determined to handle any crisis proactively through observing the following steps and procedures:

- a. The management will establish a crisis communications team with high level participation to manage and to be the sole provider of information to the public during the period of the crisis. The team should include as a minimum the Minister, Director General, Directors, Head of Departments, in charge of Information and other senior management members to handle the situation.
- b. The management will also establish a crisis communication location where all the crisis communications team will assemble to deliberate and communicate with the general public;
- c. The Director General will be the institutional spokesperson during the crisis. However, an individual should be designated as the primary spokesperson to represent RFB, make official statements and answer media questions throughout the crisis. A back-up to the designated spokesperson should as well be

identified to fill the position in the event that the primary spokesperson is unavailable;

- d. RFB team will issue press releases as a matter of urgency, so as to stop inaccurate speculation. Press releases will give an accurate account of the incident;
- e. RFB team will highlight any steps that the management is taking to handle the adverse effects of the crisis or emergency;
- f. RFB team will keep the general public informed of developments and also the likely time scale of the adverse consequences;
- g. Develop and agree on a messaging framework which is able to define the nature and scope of messages to be disseminated to the general public;
- h. Senior management for RFB will be available for interviews or to comment upon what is happening;
- i. RFB team will respond with appropriate information to any query and will not use the statement “no comment”, unless it is unavoidable; and
- j. RFB team will present an honest response in cases where it has not met its own targets or expectations.
- k. Every after the issuing a press briefing or press release, management and focal team will meet to asses both the impact and analyze the situation.

#### **4.10 Monitoring and Evaluation System**

It will include collection of information during implementation of communication strategy as well as tracking outputs and activities as the work goes. The identified snags will be corrected in earlier stages. Monitoring and Evaluation will be done through communication measures in terms of visibility and awareness of RFB functions. This can be achieved by

involving stakeholders in providing feedback which can contribute to learning. It will be used as a tool to inform the management on the status of the implementation of the communication strategy and achievements attained of the implementation of the Board's strategic plan objectives.

The communication strategy will be assessed annually as part of the internal operational evaluation by reflecting and reporting on set targets and actual achievement. Monitoring and evaluation will be undertaken to establish whether the following outcomes have been realized:

- a. RFB has achieved its goals of accomplishing its Strategic Plan implementation strategies successfully,
- b. There is any increasing knowledge of its stakeholders;
- c. There is any long-term behavior change;
- d. There is positive feedback among key stakeholders;
- e. Several indicators as shown in the communication strategy implementation matrix results framework will guide monitoring and evaluation of the above intended outputs and results.

#### **4.11 Key Performance Indicators**

Based on the activities shown in the implementation and budget estimates matrix the following performance indicators will be useful to monitor and evaluate implementation of this strategy at output level:

- a. Number of information materials produced and disseminated;
- b. Number of articles and news items appeared on mainstream media
- c. Number of public awareness activities organized and performed;

- d. Number of outreach programs conducted;
- e. Number of capacity building programs developed and implemented;
- f. Number of communication forums held with RFB stakeholders;
- g. Number of information uploaded into Website and posted on social media.
- h. Number of website punches received and attended from the visitors;
- i. Number of complaints received from complainants and processed from the feedback forms including; workshops, symposiums, seminars, Exhibitions etc.



# FINANCING FRAMEWORK AND MODALITY

## 4.1 Introduction

This chapter assesses the financing requirements and implications of the Communication Strategy and proposes a budget framework for RFB functions and the Strategic Plan 2022/2023 – 2026/2027 implementation.

## 5.2 Financing Framework

In order to implement this strategy, the financial support can be sought from various sources. Although, most funds are from the Government, the effort should be done to cooperate with development partners for assistance. Among the resources needed to support the implementation of this strategy include: human resources, funds and logistics.

## 5.3 Financing Modality

Implementation of the activities under this communication strategy is reflected within the respective Sub-Vote chargeable for technology transfer activities. Thus, RFB communication strategy is planned for implementation for the period of five years.

## 5.4 Budget

The budget for implementing the Strategy will be in line with RFB MTEF for the fiscal year requirements from various Directorates, Departments and sections. The same issues have been used to develop priority list

of activities to be undertaken as part of the implementation of this strategy every financial year.

However, the cost of implementing this communication strategy depends noticeably on the various channels used to get the key messages across to the target audience. Different channels may cost more than others. Nevertheless, it is important to weigh the cost of transmitting the message against the benefits that the target audience receives.

ANNEX: RFB COMMUNICATION STRATEGY ACTION PLAN MATRIX

ACTIVITIES	STAKEHOLDERS	CHANNEL	PERFORMANCE INDICATORS	BUDGET (million TZS)				
				2024/25	2025/26	2026/27	2027/28	2028/29
OBJECTIVE I: To enhance RFB Communication and Visibility by 2029								
1. To conduct media tour on RFB Strategic Road Projects	Editors, journalists, members of the public, RFB staff	Social Media Outlets and Platforms, Mainstream Newspapers, TVs, and Radios	Number of activities conducted, increased level of public understanding about RFB strategic infrastructures, number of participants					

ACTIVITIES	STAKEHOLDERS	CHANNEL	PERFORMANCE INDICATORS	BUDGET (million TZS)				
				2024/25	2025/26	2026/27	2027/28	2028/29
2. To conduct strategic public awareness campaign against encroachment on Road Reserve and Road Safety.	Road Reserve users, Roads Safety Stakeholders i.e. Advertising Agencies, Utility entities and road reserve encroachers, motorists, Law Enforcement Agencies (police, courts, prisons), Private Security Companies and the general public.	Social Media Outlets and Platforms, Mainstream Newspapers, TV's and Radios	Number of activities conducted, increased level of public understanding about Road Reserve issues, increased compliance.					
3. To print promotional materials i.e diaries, calendars, information kits, brochures, t-shirts, newsletters, mugs.	All Stakeholders.	Public Relations Agencies, Advertising Agencies, Printing Press and Publishers	Number of promotional materials and items printed.					

ACTIVITIES		STAKEHOLDERS	CHANNEL	PERFORMANCE INDICATORS	BUDGET (million TZS)				
					2024/25	2025/26	2026/27	2027/28	2028/29
4.	To organize routine media engagement with Editors and Reporters/Producers.	Editors, Reporters, Producers	Social Media Outlets and Platforms, Mainstream Newspapers, TV's and Radios	Number of activities conducted, increased rapport and level of understanding of RFB issues, number of issues covered in the media outlets.					
5.	To promote and recognize RFB Stakeholders during the Annual Stakeholders' meetings.	All Stakeholders.	Meetings, Excellence Awards to those who have excelled.	Number of activities conducted, increased rapport and level of understanding of RFB issues, number of issues covered in the media outlets.					
6.	To organize RFB Annual Family Day.	All Employees.	Bonanza, Gala Dinner, Festivals.	Number of activities conducted.					

ACTIVITIES	STAKEHOLDERS	CHANNEL	PERFORMANCE INDICATORS	BUDGET (million TZS)			
				2024/25	2025/26	2026/27	2027/28
7. To organize Local Content fora to empower local Stakeholders in the Roads and Airports Sectors.	Local Contractors, Consultants, Engineers, Architects and Quantity Surveyors and Suppliers of the Roads Construction Materials, Equipment, Financial Institutions, Young Professionals in the Sector and Students in the allied fields.	Conference, Exhibitions, Excellence Awards, Testimonials.	Number of fora conducted; number of people attended.				

ACTIVITIES	STAKEHOLDERS	CHANNEL	PERFORMANCE INDICATORS	BUDGET (million TZS)				
				2024/25	2025/26	2026/27	2027/28	2028/29
8. To conduct key and strategic stakeholders fora to abreast and engage them on the Roads Sector Initiatives.	Members of Parliament, Members of the Zanzibar House of Representatives, Inter-Ministerial Technical Committee (IMTC), Development Partners and Philanthropists, Mainstream Media and Influencers.	Conference, site visits, presentations, testimonials and study tours.	Number of fora conducted, number of groups of strategic stakeholders attended.					
9. To organize RFB Road Safety Cup.	Youth, students, jogging clubs, street kids, police, drivers, local leaders and influencers.	Lower division football clubs, basketball clubs, track and field events.	Number of events organized; number of people attended.					

ACTIVITIES	STAKEHOLDERS	CHANNEL	PERFORMANCE INDICATORS	BUDGET (million TZS)				
				2024/25	2025/26	2026/27	2027/28	2028/29
10	To organize an annual RFB Family Day	Members of the Board of Directors, Management, General Staff, Service Providers (security guards, cleaners, vendor)	Annual parties/meeting event	Number of people attended				
	OBJECTIVE II: To strengthen RFB Communications and Public Relations activities by 2029							
1	To organize tailor-made capacity building training in communication related fields	PR Staff in the HRMAU	Training seminar, workshop,					

ACTIVITIES	STAKEHOLDERS	CHANNEL	PERFORMANCE INDICATORS	BUDGET (million TZS)				
				2024/25	2025/26	2026/27	2027/28	2028/29
	short courses, conferences		Number of training attended					
2	To organize RFB Public Relations Stakeholders Outreach	Meetings, press conference, dinner, media tour, sports bonanza	Number of programs /outreach conducted					
3	To organize RFB Public Relations Unit engagement with a general public	Meetings, exhibitions, roadshows, road network site visits, sports bonanza	Number of people attended; number of activities organized, perception and public awareness and understanding					
	OBJECTIVE III: To improve RFB Communication with its Various Stakeholders and Customers by 2029							



ACTIVITIES		STAKEHOLDERS	CHANNEL	PERFORMANCE INDICATORS	BUDGET (million TZS)				
					2024/25	2025/26	2026/27	2027/28	2028/29
1.	To conduct protocol and etiquettes session for Directors and Managers.	Directors and Heads of Units.	Meetings/retreats, Presentations and Team building sessions.	Number of meetings/sessions conducted.					
2	To participate in the local and International Exhibition	HRMAU	Exhibition	Number of exhibitions attended					
	OBJECTIVE IV: To put in place various Communications Legal Framework, Systems, Tools and necessary Infrastructure to improve Communications by 2029								

ACTIVITIES		STAKEHOLDERS	CHANNEL	PERFORMANCE INDICATORS	BUDGET (million TZS)				
					2024/25	2025/26	2026/27	2027/28	2028/29
1	To review RFB communication Strategy	HRMAU focal team/ management, communication experts	Workshop	Communication strategy reviewed					
2	To formulate RFB social and online media Policy	HRMAU focal team professional Experts	Workshop, specialized group discussions	Social Media Policy reviewed					
3	To organize training on how to manage social and Online media platforms	Management, HRMAU focal team	Seminar, workshop, professional experts	Number of personnel trained; number of training sessions organized					
4	To formulate RFB Communication Policy	Professional experts, Management, HRMAU focal team	Professional Focal team meetings, validation meeting	Policy formulated					
5	To formulate RFB Road Safety Communication Strategy	Management, HRMAU focal team	HRMAU focal team, professional focus group meeting, management meeting, validation meeting	Road Safety Communication Strategy formulated.					



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