

PUBLIC SERVICE COMMISSION



THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE



VOTE 094

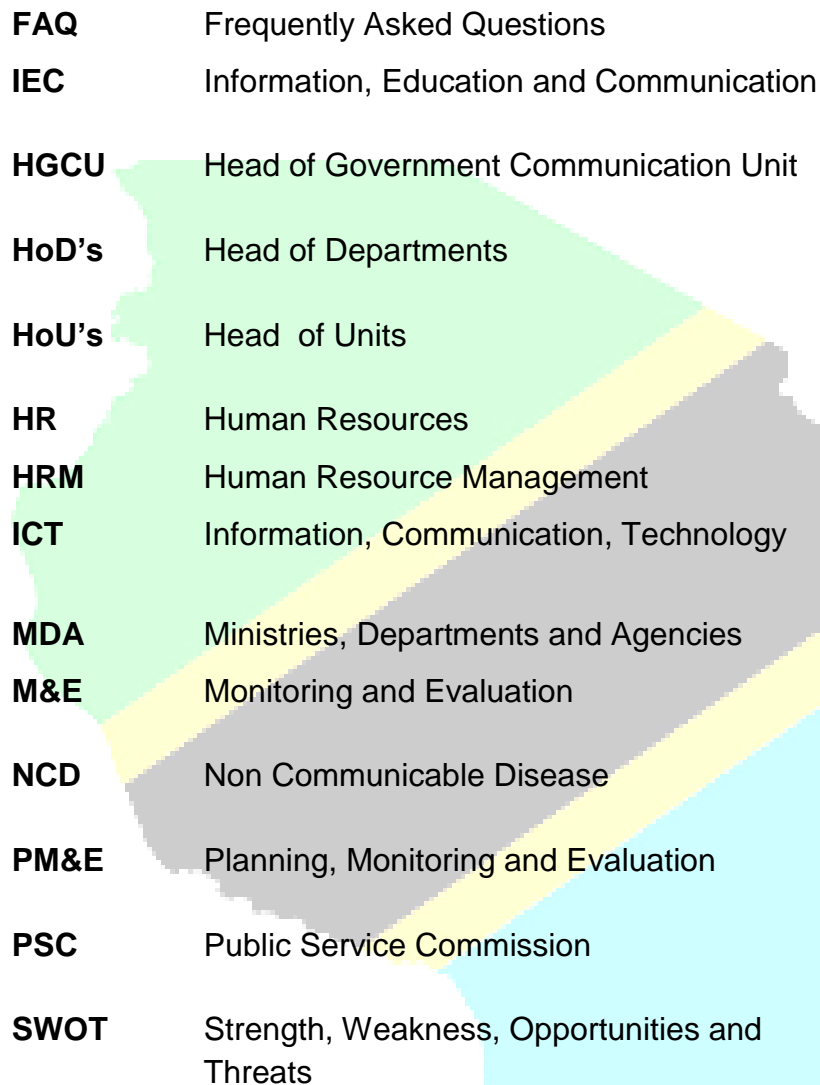
PUBLIC SERVICE COMMISSION

2024

COMMUNICATION STRATEGY
(2023/2024- 2025/2026)



ABBREVIATIONS AND ACRONYMS



FAQ	Frequently Asked Questions
IEC	Information, Education and Communication
HGCU	Head of Government Communication Unit
HoD's	Head of Departments
HoU's	Head of Units
HR	Human Resources
HRM	Human Resource Management
ICT	Information, Communication, Technology
MDA	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
NCD	Non Communicable Disease
PM&E	Planning, Monitoring and Evaluation
PSC	Public Service Commission
SWOT	Strength, Weakness, Opportunities and Threats

PREFACE



The President's Office Public Service Commission (PO PSC) is an Independent Department established under Section 9(1) of the Public Service Act CAP. 298 (Revised in 2019). The Commission's mandates include to conduct Human Resources Management (HRM) Compliance Inspections, acting on Appeals and Complaints, sensitize and facilitating stakeholders through issuing HRM Compliance Guidelines and build their capacities on HRM compliance matters in the Public Service.

In pursuance of its mandate, the Commission is implementing a reviewed Medium Term Strategic Plan (2021/22- 2025/26) that focuses on improving accountability, transparency and compliance on human resources rules, regulations and procedures in the Central Government, Local Government Authorities, Executive Agencies and Public Institutions.

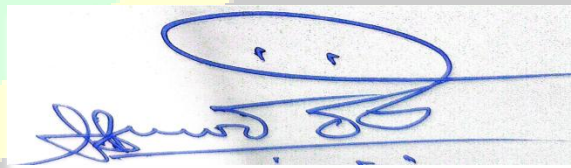
The Commission developed this communication strategy to support the Strategic Plan's execution and the achievements of its Vision and Mission; to improve Commission's reputation, raising its profile, building strong relationships with key stakeholders; to promote effective communication between and among the PSC stakeholders including Commissioners, Management and Staff of the Commission to ensure the success of the Strategic Plan.

This Communication Strategy will be a guiding roadmap for communication activities that will enable delivery of strategic plan including a clear calendar of communication activities. As a result, it will

provide guidelines for effective communication between stakeholders and staff, the media and the Commission.

This strategy describes the essentials of stakeholders and facilitates the flow of information amongst them. It defines the most effective channels for internal and external communication and proposed communication techniques for key activities to ensure that the PSC staff and stakeholders are well informed and aligned.

I believe the development and implementation of this strategy will enhance stakeholders' knowledge, engagement, awareness and understanding of the Public Service Commission.



Mathew M. Kirama,
Secretary
Public Service Commission

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EXECUTIVE SUMMARY

Public Service Commission set a five year Strategic Plan 2021/2022 to 2025/2026 with a focus on enhancing compliance with human resources rules and regulations in the Public Service aiming to improve good governance in Human Resource Management. During the review of its Strategic Plan in 2020/2021, it was noted that amongst the critical issues facing the Commission including inadequate public facilitation and awareness campaign on Human Resource rules, regulations and functions of Commission. Henceforth, it was recommended to be addressed to enhance PSC effective service delivery.

The purpose of this strategy is to support the Strategic Plan by making clear communication objectives, through examination of the current situation and identify key stakeholders, messages, medium of communication as well as means of assessing the effectiveness of communication in Public Service Commission.

This communication strategy has been developed to provide guidelines for effective communication, brand positioning and visibility to ensure consistent and accurate information are conveyed. It sets out an overarching framework for communicating key messages related to HR issues in Public Service. Amongst the key communication issues identified are inadequate knowledge on Public Service Commission's mandate functions, programs and activities among PSC stakeholders.

This Communication Strategy will be implemented according to the areas identified in the revised Public Service Commission Strategic Plan of 2021/2022 to 2025/2026 which needs improvement and the best communication practices. It will promote stakeholders awareness on the Public Service Commission mandates, functions, programs and activities.

This strategy was developed through an extensive participatory process that involved the Commission staff, Secretariat management and stakeholders. The process involved reviewing documents, consultation and interviews for internal and external stakeholders and review of various reports.

It is on the basis of the above description, a need for a comprehensive communication strategy arises. As guided in its Strategic Plan, the Commission is committed to provide its stakeholders with accurate, timely, unbiased and complete information. The communication strategy intends to establish principles, rules of engagement and procedures for efficient and effective communication to the public and its key stakeholders.

CHAPTER ONE

1.1 Introduction

Tanzania Public Service Commission (PSC) is an Independent Department in the President's Office established under Section d(1) of the Public Service Act CAP 298 consisting of Chairman and Six other members who are appointed by the President.

The establishment of the Public Service Commission is in line with the Public Service Management and Employment Policy adopted by the Government in 1999, aiming at bringing about fundamental shift in the management of Public Service in Tanzania and also to deliver quality services to the people of Tanzania with efficiency, effectiveness and the highest standard of good manners and integrity. It was established in order to achieve:-

- A unified Public Service;
- Adherence to Human Resource Rules, Regulations, Procedures and Guidelines;
- Ethical conduct in the Public Service;
- Meritocracy in appointments, confirmation and staff promotions;
- Results Oriented Management and Open Performance Review and
- Transparency, Equity and Justice in the Public Service.

1.2 Mandate

The Commission was given mandates to:-

- Conduct Human Resource Compliance inspections;
- Act on Appeals and Complaints;

- Facilitate stakeholders through issuance of Human Resource Management compliance guidelines; and
- Build stakeholders capacities on Human Resource Management compliance matters in the Public Service.

1.3 Powers of the Commission

The powers vested on the Commission according to Section 10(1) (g)(i) and 10(2) respectively are as follows to:-

- a) Call upon all executives in the Public Service to account for their performance should the Commission be seized with evidence or complaints indicating mismanagement or non-performance of Mission;
- b) Take measures in relation to any executive who fails to take action concerning Public Servants under him in accordance with the requirements of the Law for the Services; and
- c) Require any Employing Authority to provide information which the Commission may need for carrying out its functions.

1.4 Functions of the Commission

The functions of the Public Service Commission as stipulated under Section 10(1) of the Public Service Act, CAP. 298 are as follows to:-

- a) Advise the President through President's Office, Public Service Management on the exercise of such functions conferred on the President by Article 36 of the Constitution and Section 4(1) and 5(1) of the Act and in respect of the filling of such vacancies in the Public Service as the President may require;
- b) Assist the President in relation to such matters relating to the service as the President may require;

- c) Receive and Act on appeals from the decisions of other delegates and disciplinary authorities;
- d) Facilitate, monitor and evaluate performance by officials in the Service to secure results oriented management;
- e) Ensure that Service Schemes are formulated and implemented effectively; and
- f) Prepare and submit to the President an Annual Report dealing generally with its activities and operations during the previous year as well as touching on its financial affairs.

1.5 Vision

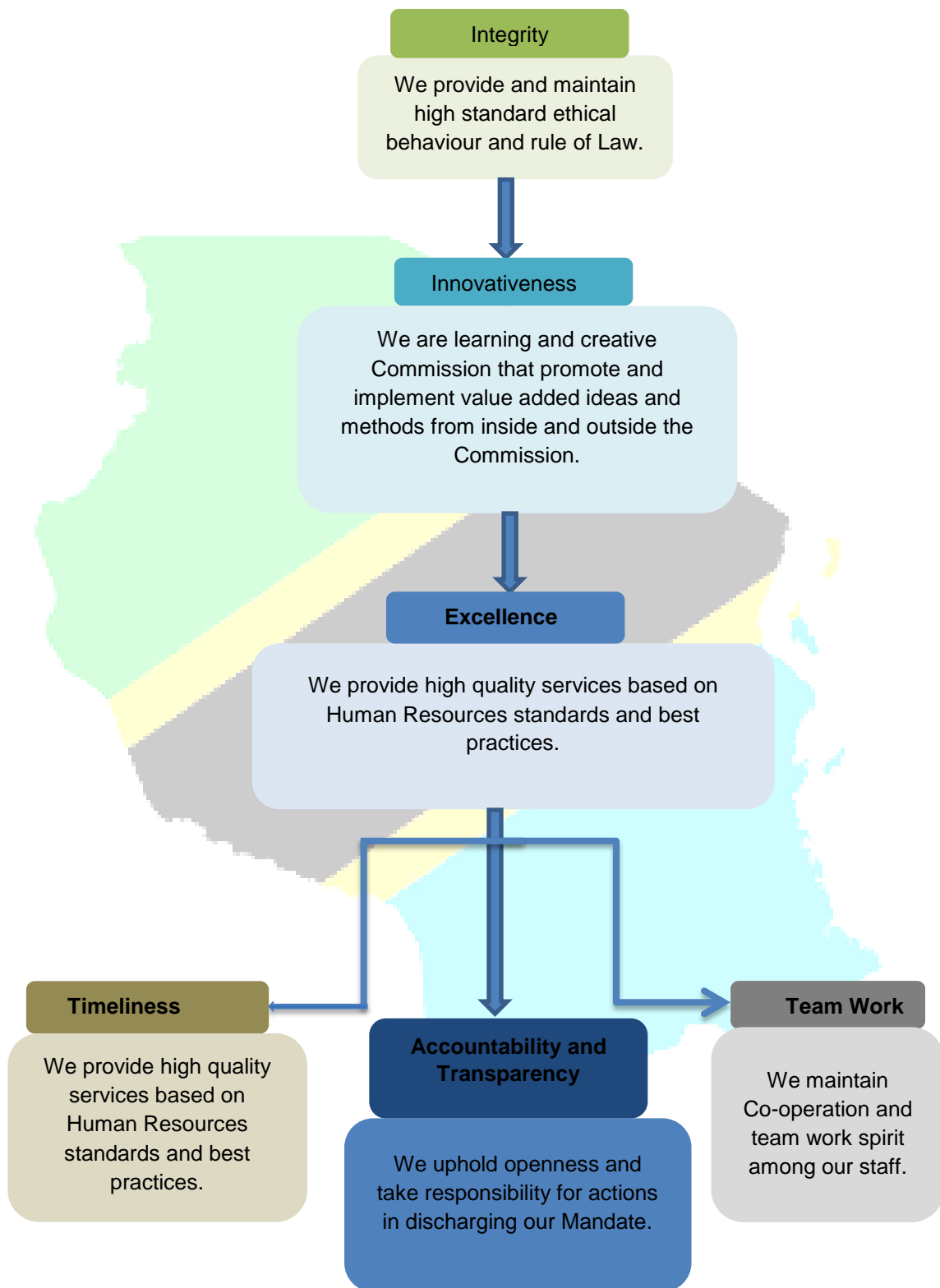
An efficient, fair and accountable Public Service

1.6 Mission

To regulate and ensure that Public Service Employees, Employers, Appointing and Disciplinary Authorities comply with human resource management rules and regulations and timely act on appeals and complaints.

1.7 Core Values

In order to pursue of provision of quality service delivery and maintain high standards of professional values, the Commission is guided by the following Core Values in discharging its statutory functions:-



1.8 Rationale

In recent years the Government has been receiving complaints from the Public toward some public servants who fail to provide quality services. These complaints emanate from unethical conduct and non-performance of public service. While the negative picture is drawn against employees, inefficient management of Human Resource issues by the Employers, Appointing and Disciplinary Authorities in the Public Service has been mentioned as a cause.

Inefficient management of Human Resource issues were observed by the public Service Commission through acting on appeals, complaints and Human Resource compliance inspections resulted from the Employers, Appointing and Disciplinary Authorities who are not fully complying with Human Resources Rules and Regulations. The roles above performed by the Commission are in line with Public Service Commission statutory powers which aim at ensuring that the Public Service of Tanzania is well managed with the prescribed Laws, Rules and Regulations. It has been noted that if the Commission intends to overcome the problem of inefficient administration and management of human resources issues to stakeholders it has to have an effective communication tool in place.

1.9 Scope of the strategy

This strategy supports communication aspects of the Commission's mandates, roles and functions. It also examines its audiences, services offered, problems they face and purposefully map out communication issues, objectives, strategic areas and

targets to address stakeholder's communication needs. Implementation of this strategy aims at influencing efficiency and effectiveness in service delivery between PSC and its stakeholders.

The strategy will identify critical and emerging communication issues, technology needs, training and dissemination way, communication modality and capacity building. It will focus on both internal and external communication aspects related to knowledge and information, technology and human resources.

1.10 Methodology

The process of developing this Communication Strategy involved documentary review of various PSC strategic documents such as; the Public Service Commission Strategic Plan covering the period of 2021/2022 to 2025/2026; Review of the Human Resources Auditing Report conducted by the Public Service Commission, 2022; Public Service Commission Five Year Outcome Report of January 2022; and the self-assessment of the Commission on Performance Review of Strategic Plan for the year 2016/2017-2020/2021.

CHAPTER TWO

SITUATIONAL ANALYSIS

2.0 Introduction

This section provides a brief examination of the current situation in which the Commission operates to fulfill its mandate. It provides a general overview of the situation and focuses specifically on PSC's current communications with its stakeholders. This section analyze stakeholder's perception and leverages that with analysis of strength, weakness, opportunities and challenges to extract issues that need to be addressed.

2.1 Synopsis of the current situation

According to the Review of the Human Resources Auditing report conducted in the year 2022, general understanding of Public Service Commission, functions and powers of the Commission was analyzed. The key findings of the report includes:-

- i) The Commission, functions and powers are not known to its stakeholders.
- ii) Lack of publicity; the Commission needs to publicize and popularize itself to its stakeholders.
- iii) Submission of the Commission report is not public.
- iv) Ineffective engagement of the Commission with stakeholders.
- v) Some Public Institutions are unaware of the existence of the Commission and the Guidelines issued by the Commission.

- vi) The Commission is known mainly with regards to its disciplinary appeals it handles compared to HR Inspection, this gap requires bridging.
- vii) Inadequate public awareness campaigns on the roles and functions of the Commission.
- viii) HR compliance Guidelines; Rights and responsibilities of Public Servants; and Code of Ethics and Conducts were not sensitized as planned.

The literature review gave insight into the Commission's operations, the stakeholders involved, their previous modes of engagement and the communication challenges. The recommendations are as follows:-

- i) Public facilitation and awareness campaigns to Employers, Employees, Appointing and Disciplinary Authorities, on Human resources rules, regulations and functions of the Commission;
- ii) A well-articulated Communication Strategy is a key requirement for the PSC to publicize all the activities, greater use of the Social media, frequent symposia with stakeholders, visits, outreach programs and public education are recommended.
- iii) The Commission should endeavor to brand its presence and visibility through efficient execution of its mission.
- iv) Facilitation to Employers, Employees, Appointing and Disciplinary Authorities with knowledge about the Commission, its duties and its significance.

- v) Feedback mechanisms for both internal and external stakeholders.
- vi) Sufficient financial resources to fund and facilitate communication activities.

2.2 Analysis of PSC's Strength, Weakness, Opportunities and Threats.

The analysis looks at the Institutional Strength, Weakness, Opportunities and Threats with a view to have an in depth understand the situation so as to device interventions in development of strategic communication objectives and activities. SWOC Analysis revealed as follows:-

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> • Focused leadership and management with strong ethical values • Participatory approach and team work • Existence of Strategic Plan • Timely dissemination of information • Existence of mechanism to interact with stakeholders • Existence of website 	<ul style="list-style-type: none"> • Insufficient financial resources to support communication and facilitation's planned activities • Inadequate number of personnel • Absence of Annual Communication calendar • Ineffective stakeholders engagements
OPPORTUNITIES	CHALLENGES
	<ul style="list-style-type: none"> • High public expectations

<ul style="list-style-type: none"> • Existence of good governance • Increased public awareness and demand for PSC services • Existence of cooperative mass media • Increased demand of awareness on the scope of PSC roles and functions by stakeholders • Diversity of social media platforms • Increasing public demand of information. 	<ul style="list-style-type: none"> • Misinterpretation of Public Service Act CAP 298 and its Regulations • Corruption environment • Existence of some Employers, Appointing and Disciplinary Authorities who are not implementing Commission decisions. • Partial adherence of MDAs, RSs and LGAs to rules, regulations and procedures on HRM

It was then recognized that the Commission need to develop a Communication Strategy that must be in place to:-

- i) Help the Commission to address communication issues and raise awareness to all stakeholders' on its mandated powers, roles and functions.
- ii) Increase visibility of PSC, stakeholder's knowledge, engagement and awareness creation.
- iii) Support the Commission's Strategic Plan 2021/22-2025/26 implementation, that emphasis on enhancing compliance with Human resources rules and regulations in the Public Service

to improve good governance in Human Resources Management.

The Government of Tanzania has put in place Standing Order for the Public Service which gives guidance on how Public Institutions should handle communication issues. The development of this Communication Strategy is also an implementation of the Standing Orders' guidance and other Government directives.

1.11 The purpose of the Communication Strategy

The purpose of this strategy is to:-

- Facilitate the flow of accurate information, packaging, repackaging, sharing of knowledge amongst stakeholders;
- Improve stakeholders' awareness, knowledge and understanding of the Commission;
- Help to define communication responsibilities of all those involved in the implementation of PSC activities;
- Act as an instrument of management for harmonized internal and external communications with the overall objective;
- Increase institutional visibility and profile by informing and expanding the network of stakeholders.
- Engage key stakeholders and improve partnership.

More specifically, the purpose of this Communication Strategy is to support PSC strategic objectives by establishing clear communication objectives, through analysis of the current situation and identify key publics, messages, channels as well as means of evaluating the

effectiveness of communications. This Communication Strategy therefore outlines communication activities to be implemented to meet the following objectives:

- i) Increase awareness and understanding of the powers, mandate and functions of the Commission to publics.
- ii) Enhance visibility and credibility of the Commission, stakeholder's knowledge and awareness.
- iii) Improve public trust, confidence and stakeholder's engagement.
- iv) Rebrand the Commission to portray positive image and reputation.
- v) Strengthen and maintain mutually beneficial relationships with key publics, including PSC employees.

2.3 Stakeholders' Analysis

Knowledge and Awareness assessment as a tool was used to collect insights about and from external and internal stakeholders. The table below provides analysis of PSC stakeholders and their information need:-

No.	Stakeholder	Commission's perceptions	Stakeholder's perceptions	Channel of Communication
1.	President	Consultations and engagement; Receive objective directives	Timely assistance in matters relating to the Public Service; Timely submission of Performance Report on the status of Public Service.	Reports; Courtesy Call; Meetings and Face to face
2.	Parliament	Allocate adequate funds for the Commission's operations; Enact Legislation and Regulations to support Public Service	Timely and accurate submission of reports on the status of public Service	Seminars; Meetings; Workshop; Information Kit; Brochures; Leaflets and IEC materials.
3.	Public Service Commission Employees	Sufficient Public Service Commission staff; Commitment to high performance	Commitment to staff welfare; Conducive working environment; Protection on the discharge of	Seminars; Meetings; Field visits; Media programmes; IEC materials; Reports; Face to face; Websites;

		and productivity; Comply with Rules, regulations and Circulars when performing their duties; Public Service Commission staff maintain high standards ethical behaviour when executing Commissions functions.	official duties	Workshops; Social media; Notice board; Letters. Emails. Circulars, Telephone
4.	MDAs, RS's, LGA's and Public Institutions	Comply with HR acts, rules, regulations and guidelines; Commitment to high performance and productivity; Efficiently and effectively employ of HR resources.	Adequate facilitation on human resources rules, regulations, procedures and circulars.	Media; Social media; Seminars; Workshops; Exhibitions; Newsletter; Press conferences, briefings; IEC materials and Training sessions
5.	Public Service Commission's Commissioners	Public servants comply with principles of Public Services; Justice is fairly administered in	Uphold integrity, transparency and accountability in discharge of the commission	Reports; Meetings; Courtesy call; Visits and Story pitches

		Public Service (both Employers and Employees)	mandate; Accurate and timely submission of status reports of the Public Service; Appropriate technical advice for decision- making; Adequate and timely information.	
6.	Civil Society Organizations	Consultations and engagement; Exercise fair and ethical oversight	Accurate and reliable information on Public Service matters; Efficient and effective public service	Media, Exhibitions, Branding materials, IEC materials, Meetings, Social media, Campaigns, Website and Meetings.
7.	Service providers	Provide services in efficiency and effective way	Impartial information on business opportunities	Website, Telephones, Letters and emails, Verbal communications and Meetings
8.	Media	Provide timely and accuracy information to media enquires	Timely, accessible and accurate information; Openness ,	Press conferences, Media briefings, Websites, Media programmes, IEC

			transparency and ease access of information	materials, Media trainings, Newsletter, Media interviews, Media watch and Press releases.
9.	Development Partners	Consultations and engagement Cooperation's and partnerships	Accurate and timely submission of performance reports Accurate and reliable information.	Website; Reports; Meetings and IEC materials
10.	Professional Boards and Councils	Consultations and engagement	Adequate and timely information on HR issues; Collaboration and sharing of updated information on staff matters	Reports; Meetings; Website; IEC materials; Social media and Questionnaires
11.	Trade Unions	Consultations and engagement	Adequate knowledge on HR rules and regulations as well as workers' rights, procedures and obligations.	Media; IEC materials and Reports
12.	Public Servants	Facilitation to Comply with acts, regulations	Timely, just and impartial decisions on	Media; Social media; Reports; Website; Meetings;

		and guidelines	appeals and complaints; Accurate information regarding Public Service Commission through Media and working sessions; Adequate knowledge on HR rules and regulations and Corruption free services	IEC materials; Newsletter; Promotional materials (badges, pens and carrier badges) and Campaign packs-factsheets

CHAPTER THREE

THE STRATEGY

3.0 Introduction

3.1 Scope of the Strategy

This chapter presents the significant features of the communication strategy with a key focus on internal and external communications, branding, digital communications (twitter, you tube, instagram, blogs) as well as media relations. It outlines communication goals, objectives, strategy areas and their respective activities. This strategy has been designed to specifically to address the following key aspects of PSC communication needs:-

- (i) Addresses the Commission's mandate and rationale for this Strategy.
- (ii) Maintain PSC reputation through PSC branding.
- (iii) Provides framework within which it will be implemented;
- (iv) Guide the development of communication plan that address specific stakeholder needs.
- (v) Outlines the key players in the implementation of communication Objectives, activities and the roles each has to play.
- (vi) Outlines a monitoring and evaluation mechanism that helps the Commission to capture and;
- (vii) Proposes cost effective means of implementing awareness, educational campaign and communication activities from 2023/24 to 2025/26.

3.2 Strategic Plan Objectives

Objective of the Public Service Commission Strategic Plan 2021/2022 to 2025/2026 are the following:-

	Strategic Plan Objectives	Communication Activity
A	HIV and AIDS AND Non Communicable Diseases (NCDs) Infection reduced and supporting service improved.	Awareness sessions, seminars and programmes
B	Implementation of National Ant-corruption strategy enhanced and sustained.	Awareness campaign on corruption / ethics, issues. [Educational materials: posters and leaflets]
C	Human resources management compliance in the Public Service enhanced	Media programs; disseminate guidelines on HRM compliance issues; Commissioner's visits
D	Handling of Appeals and Complaints enhanced	Awareness campaign
E	Capacity of the Commission to deliver quality services enhanced	IEC materials to raise the profile of the Commission
X	Management of environment and ecosystems enhanced and sustained	Awareness sessions, seminars and programmes on environment management issues
Y	Multi-Sectorial Nutritional Services Improved	Awareness campaign and programs

3.3 Main Objectives

"Improved communication for better PSC services"

Communication Objectives

- Enhance internal stakeholder's engagements for effective service delivery of the Commission's mandate.
- Raise the Commission's brand profile by improving its visibility to stakeholders.
- Sensitize and create awareness of PSC's mandate, roles and functions to all stakeholders

3.4 Stakeholders and Key Messages

a) Internal Stakeholders

All internal communications will endeavour to keep internal stakeholders (Officials and Commissioners) informed about the commission programmes and activities.

Key Messages

- i) The Commission is Free of Corruption and other unethical tendencies
- ii) Each PSC employee is important to the achievements of PSC goals and objectives
- iii) Employers to understand their obligations and employees to know their rights.
- iv) Justice should be fairly administered to both employees and employers.
- v) Sensitize public servants to work hard professionally and with high degree of integrity by providing better services to the citizens.

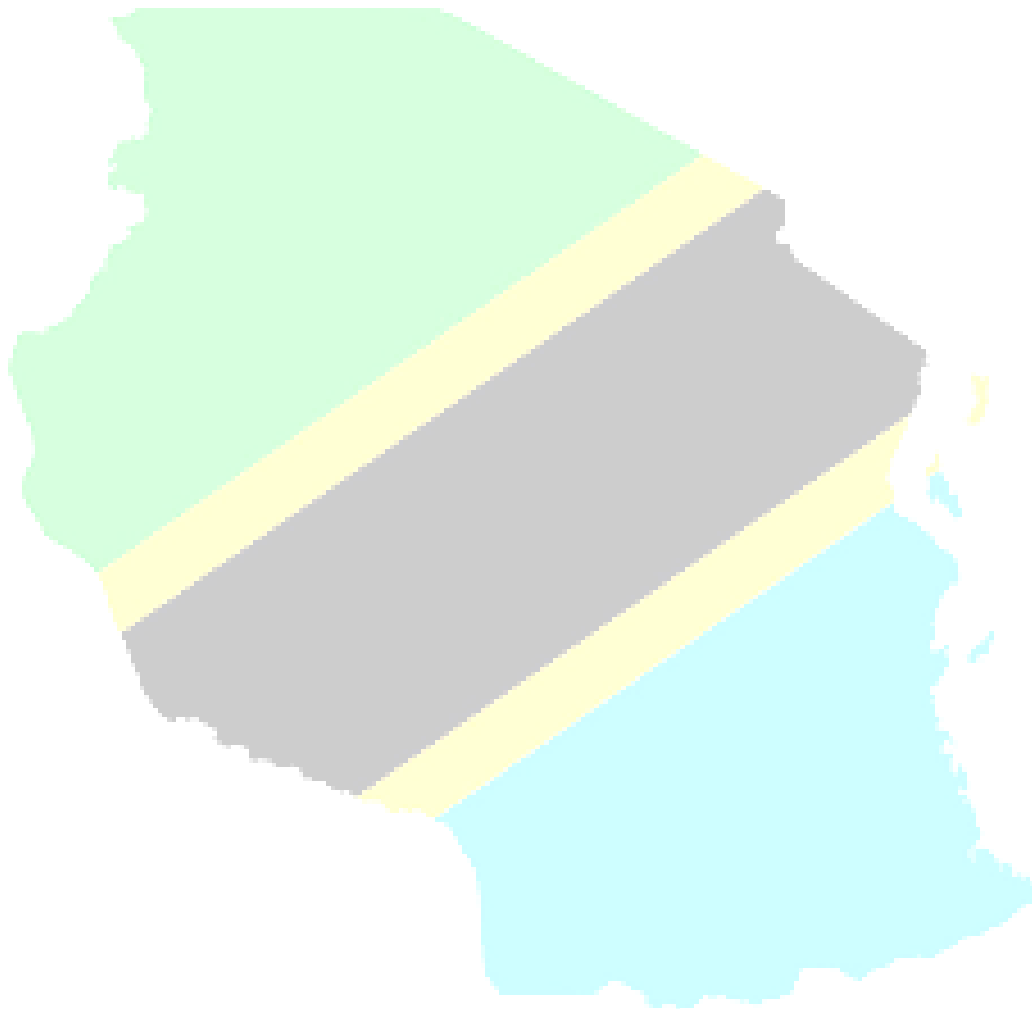
b) External Stakeholders

External stakeholders [the President, Parliament, MDAs, RSs, LGAs and Public Institutions] need to be informed about the activities – showcase the work and success stories of the Commission.

Key messages

- i) Enforcement of adherence to Public Service Act, HR rules, Regulations and Procedures by Public Service Employers and Employees.
- ii) Remind Public Servants to avoid some unacceptable behaviour including unethical conduct which manifests itself through corrupt practices, theft, rude behaviour, moonlight, alcoholism, red tapism and insubordination.

- iii) Remind employers, disciplinary authorities and employees to avoid all forms of victimization, intimidation, harassment of the public servants and need to apply corrective approach act prior to sanctioning approach where necessary.



CHAPTER FOUR

IMPLEMENTATION PLAN

4.0 Introduction

During the implementation of the communication strategy, all the components of the communication strategy will go into process. At this point, management becomes extremely important. All aspects of the strategy must be correctly timed and coordinated for the programme to run smoothly, for the reason that a successful implementation of communication strategy needs leadership, clearly defined roles and responsibilities, close coordination and teamwork between all the participants, and adherence to a timeline and budget.

The Commission will communicate with its stakeholders along the following hierarchy:-

i) The Chairperson

The Chairperson of the Commission will be the spokesperson regarding important decisions made by the Commission. It is advisable that an official joint press conference between the commission and management will be arranged to report to the public on important decisions that have been made. This can be done during Commissioner's visits and any other time when the Commission deems necessary to communicate with its stakeholders.

ii) The Secretary

The Secretary is the chief spokesperson and responsible for communicating all issues of management and operations of PSC in general. The Secretary will be responsible for communicating information to and from PSC stakeholders. This also includes providing clarification on some emerging issues.

iii) Head of Departments / Units

Head of departments are responsible to communicate information on issues of progress and achievements in their areas of expertise but with consultations with the Secretary as it may be appropriate.

iv) **Head of Government Communication Unit**

The Head of Government Communication Unit shall respond to media inquiries or speak to media after seeking approval from the Secretary. He or She will serve as a delegated spokesperson.

v) **Strategic support communication team**

The Government Communication Unit will be supported by communication team from PSC Departments and Units which will help in processing information, designing key messages, developing annual communication agenda and assist in running some official communication programme such as scripts writing, draft annual department / unit communication schedules, article writing and organising communication events.

4.1 Implementation Plan and Budget

The implementation of this communication strategy will require commitment plan that follow the strategic areas and activities of this communication strategy. (See Appendix: - 1)

CHAPTER FIVE

Communication Monitoring and Evaluation

5.1 Monitoring and Evaluation

Monitoring of the implementation of this communication strategy will involve setting of indicators that will be used to track the progress of the implementation of the strategy.

The Unit responsible for Communication has the central role to coordinate the implementation of the strategy. The Unit shall;

- i) Develop appropriate strategies for monitoring and evaluation of the communication strategy.
- ii) Set indicators basing on the areas of intervention stipulated in the strategy and communicate to all levels.
- iii) Carry out annual evaluation on the implementation of the strategy, and
- iv) Define the short-term, mid-term and long term interventions based on the outcome of the evaluation reports.

This communication strategy shall be reviewed every three years in order to enhance uniformity with the commissions' and national standard.

Appendix 1: Communication Strategy Matrix

Objectives	Activities	Channels	Responsible Person
To enhance Internal stakeholder's engagements for effective service delivery of the Commission's mandate.	<ul style="list-style-type: none"> i) Create awareness to PSC staff on Vision, Mission, values and its key commission's developments. ii) Information sharing to all PSC staff on management decisions. iii) Conduct regular meetings at all levels for keep informed progress and consider on future plans. (Ensure all staff are up to date). iv) Sensitize public servants to maintain high standards ethical behaviour when executing Commission's functions. 	<ul style="list-style-type: none"> i) Special events ii) Meetings iii) Newsletter v) Social media vi) Email vii) Notice board viii) Screen displaying photos of various events – reception and conference rooms ix) Circulars x) Internal Memos and xi) Official mail 	Management Team

Objectives	Activities	Channels	Responsible Person
To Raise the Commission's brand profile by improving its visibility to stakeholders.	i) PSC branded materials to raise the profile of the Commission's image. [IEC materials-calendars, posters, brochures, fliers], car branding, dressing codes etc. ii) Publicity campaigns to contribute in building positive image and reputation of PSC. iii) PSC Awards ceremony to recognize high performing public service employees contributing towards a high performing public service, demonstrate high levels of excellence in carrying out their responsibilities. iv) Office branding. v) Design and distribute Souvenirs.	i) Publicize annual progress reports. ii) Corporate Social Responsibility: Tree planting, Chimwaga Runs-Marathon and Tume Day events. iii) PSC Newsletters iv) Re-designing of PSC website. v) Online-digital platforms	Commissioner's and Management Team
To Sensitize and create awareness of PSC's mandate, roles and functions to all stakeholders.	i) Illustrates the Vision, Mission, Roles and functions of PSC. ii) Sensitize public servants on their rights, responsibilities, code of conduct and ethics. Sensitize Employers, Appointing Authorities, Disciplinary Authorities and Employees on compliance with issued Guidelines. iii) Engage in dialogue with the public through media on issues concerning the	i) Press conference ii) Media training, educate the media on PSC's programmes and mandate. iii) Success stories, factsheets, FAQs and press releases. iv) Press	Minister, Deputy Minister, Permanent Secretary and Deputy Secretary (PO PSM GG) PSC's Commissioners and Management Team

	Commission.	<p>briefings and media interviews.</p> <p>v) Website</p> <p>vi) Social media: twitter, blogs and Instagram.</p> <p>vii) Media: Television, radio and community radio.</p> <p>viii) Publications</p> <p>ix) Executives and Media visits</p> <p>x) Documentaries</p> <p>xi) Mobile applications</p> <p>xii) Newsletter</p> <p>xiii) Online video</p> <p>xiv) Toll free helpline</p> <p>xv) Folk media - drama, arts, music and songs.</p> <p>xvi) Establish strong media relations.</p> <p>xvii) Special features to highlight in-depth coverage of</p>	
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		PSC progress.	

Appendix 2: Monitoring and Evaluation Matrix

Objectives	Impact	Outcome	KPA's	Frequency	Output
To enhance Internal stakeholder's engagement for effective service delivery of the Commission's mandate and functions.	Effective Service delivery	Increase Knowledge	Level of engagement	Every 3 Years	Report
			Level of knowledge and awareness of PSC mandate and functions		
		Improved coordination	Level of participations	Quarterly	Report
		Increased knowledge	Level of knowledge and awareness among PSC staff	Annual	Report
		Improved capacity to implement Commission's activities	Level of skills	Annual	Report
To raise the Commission's brand profile by improving its visibility to stakeholders.	Recognition of Commission's brand	Improved knowledge and visibility	i) Number of branded items ii) Number of social media posts iii) Level of knowledge, awareness and perception of the Commission	i) Media relations ii) Media coverage iii) Reports in place iv) Media Engagements	Report
Objectives	Impact	Outcome	KPA's	Frequency	Output
To Sensitize and create awareness of PSC's mandate, roles and functions to	i) Stakeholder's driven Com	i) Improved knowledge in the Commission's	i) Number of IEC materials distributed ii) Number of activities conducted iii) Number of		

all stakeholders.	mission's activities ii) Efficient of coordinated of Commission's activities	activities ii) Awareness creation	iv) Level of stakeholders involved v) Level of knowledge vi) Number of programs aired vii) Increased stories on media outlets viii) Improved involvement of Commission's activities	Monthly	Report
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