

Communications Plan: EQWIP HUBs Tanzania, Year One

Communications plan overview

A communications plan is a document that guides the communications efforts of an organization. This document will help EQWIP HUBs Tanzania strategically focus its future communications around a certain set of goals. This communications plan will help EQWIP HUBs tailor its message to specific audiences and determine what materials and mediums are best used to communicate with those groups.

This document was developed by the entire EQWIP HUBs Tanzania team in December 2015 and takes into account strategic objectives and partner deliverables. This communications plan is meant to be re-examined on an annual basis following the evaluation guidelines listed at the end of the document.

EQWIP HUBs goals

Overall Goal	How communications can help
5,000 youth equipped with knowledge, skills, and capital	Outreach and recruitment; raise public awareness about the organization and training among different audience groups; create youth and government ambassadors can talk about EQWIP HUBs.
Improved partner organization capacity to offer livelihood programming	Development of VETA-specific communications (briefing notes, VETA newspaper) that will inform them about trainings their students can attend; development of different information toolkits that can be used to build organizational skills (i.e. a recruitment guide, communications plan workshop, etc.)
Grow Tanzania's workforce and improve the country's GDP	Communication can ensure all groups – youth, partners, and government officials – are on board with the EQWIP HUBs project. By communicating with employers and connecting them with our training participants, we can help youth get jobs.

Organizational assets

Organizational assets are what make EQWIP HUBs Tanzania special. These are the unique aspects of our programming that the team thinks will appeal to a variety of audience groups.

- Free training in soft skills development;
- Access to grants through the EQWIP HUBs Youth Innovation Fund;
- A well-connected partner organization;
- Local staff members who can provide facilitation and speak Swahili;
- Entrepreneurship training;
- Innovative uses of technology;
- A central hub where you can access a variety of services;
- Opportunity for international development experience;
- Cultural exchange for Canadian youth.

Organizational values

Organizational values are what drive the design and facilitation of our programs. All communications and organizational decisions should take these core values into consideration.

- Continued engagement with former volunteers and training alumni;
- Facilitating locally-relevant curriculum;
- Having accessible programming, regardless of gender, location, and socio-economic status;
- Providing youth with capital and the financial and soft skills to use it intelligently;
- Creating opportunities and training for Canadian and Tanzanian youth;
- Training that has a real impact on decreasing youth unemployment and underemployment in Tanzania.

SWOT analysis

These are the strengths, weaknesses, opportunities, and threats that will may affect EQWIP HUBs.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong, dedicated local team • Culturally adapted curriculum • Strong and knowledgeable Canadian volunteers • EQWIP HUBs Tanzania has built a strong network of partners • The promise of a Youth Innovation Fund • Free training • Ability to offer tertiary training in local communities 	<ul style="list-style-type: none"> • Only one paid staff member • No operational office or hub • Cultural gap between funding partner and implementing partner • Uncertainty over the role of volunteers • Difficulty communicating project purpose and understanding EQWIP's vision • Constantly having to train and orient new Canadian volunteers • Uncertainty over budget for communications and marketing materials
Opportunities	Threats
<ul style="list-style-type: none"> • Access to the networks and space of our partner organization • Large demographic population to pull from • Positivity and enthusiasm from youth so far • Opportunity to partner with other similar NGOs in Tanzania • Ability to work in alignment with government youth policy • Expanded networks through Stella, local volunteers, and local youth • Chance to create tailored tertiary training based on youth and market demand • Creation of a local network of youth participants, youth alumni, employers, partners, etc. 	<ul style="list-style-type: none"> • Limited awareness of project and organization externally • Other projects operating with the same goal • That the curriculum could be too basic for certain groups • Misconceptions and stereotypes that exist around Tanzanian youth • Misunderstanding about allocation of Youth Innovation Fund and project purpose • Language barrier

Overcoming threats and weaknesses

Effective communications can be used to address several of the threats and weaknesses identified in the SWOT analysis.

- **Staffing concerns:** Promote job ads through multiple communications channels;
- **Canadian volunteers:** Develop organizational documents that talk about volunteer roles, and can help introduce volunteers to their new home and job;
- **Budget for communications items:** Seek clarity from Canadian HQ and Stella about any money that has or can be allocated to communications resources;
- **Communicating about EQWIP:** Develop a standard blurb all volunteers and staff can use to describe the organization and training;
- **Increased awareness:** Through social media, media coverage, networking with youth, and a new briefing note for high-level partners;
- **Similar projects:** Emphasize the ways EQWIP is unique, and potentially partner with organizations working towards similar outcomes;
- **Misconceptions and stereotypes:** Share success stories of youth volunteers and training participants to debunk preconceived notions.

Taking advantages of opportunities and strengths

Here are some ways EQWIP HUBs can take advantage of the opportunities and strengths identified in the SWOT analysis.

- **Youth ambassadors:** Tap into the current positivity and enthusiasm of youth and ensure they have information to properly promote the program and become EQWIP ambassadors;
- **Mobile programming:** Create hyper-local, customized content based on the interests and market demand of a specific area in DSM;
- **Strong network of partners:** Stay connected with government and partner organization officials who can become part of the EQWIP HUBs network, encourage local volunteers and staff to involve their personal and professional networks;
- **Check in with youth:** Survey young people on a bi-annual basis to determine which tertiary training could be beneficial and relevant;
- **Success stories:** Keep in contact with recipients to promote their stories of impact;
- **Talents of international volunteers:** Leverage the skills of Canadian volunteers in areas such as photography, game creation, facilitation, international development, and communications;

Identify your audience

I) Audience segment: Informal sector youth	
Assumptions about audience	Assets that will appeal to them
<ul style="list-style-type: none"> • 18 to 35-years-old • Speak Swahili • Primary education • Live in the outskirts of the city and have very specific locations where they get information • Mostly use mobile to access the internet 	<ul style="list-style-type: none"> • Free training in soft skills development • Access to grants through the EQWIP HUBs Youth Innovation Fund • Local staff members who can provide facilitation and speak Swahili • A central hub where you can access a variety of services • Innovative uses of technology • Entrepreneurship training

II) Audience segment: Formal sector youth

Assumptions about audience	Assets that will appeal to them
<ul style="list-style-type: none"> • 18 to 35-years-old • Speak Swahili and English • Are formally educated at a university level and have some specialized skill or knowledge • Have the skills to be employed in the formal sector but may be unsure of how to market themselves • Well-connected through social media and their personal club, community, and school networks 	<ul style="list-style-type: none"> • Free training in soft skills development • A well-connected partner organization • Innovative uses of technology • A central hub where you can access a variety of services • Entrepreneurship training

III) Audience segment: Employers

Assumptions about audience	Assets that will appeal to them
<ul style="list-style-type: none"> • Older demographic • Speak Swahili and English • Are formally educated • Get their communication through email, internet, newspaper, and websites • May assume that Tanzanian youth cannot speak English, are lazy, and that they do not have hands-on skills 	<ul style="list-style-type: none"> • A well-connected partner organization • Entrepreneurship training • Innovative uses of technology

IV) Audience segment: Partner organization - VETA

Assumptions about audience	Assets that will appeal to them
<ul style="list-style-type: none"> • Older demographic • Speak Swahili and English • Formally educated, but prefer plain language communication • Mostly get their news in and around VETA centre on Chang'ombe Road • Use Facebook (maybe not as effective as email), job ad websites like Ajira Kwanza and Zoom Tanzania • Get their news through TV (ITV, TBC 1, Clouds TV), newspapers (Daily News, Citizen, Mwananchi), radio (Radio 1 and Cloud Radio) 	<ul style="list-style-type: none"> • Local staff members who can provide facilitation and speak Swahili • Entrepreneurship training • Innovative uses of technology • A central hub where you can access a variety of services • Free training in soft skills development

V) Audience segment: Government officials, i.e. Ministry of Youth

Assumptions about audience	Assets that will appeal to them
<ul style="list-style-type: none"> • Older demographic with a gender balance (60% men above 30-y-o) • Communicate in Swahili • University educated and need more formal, high-level communication (i.e. always on letterhead) • Get information about youth programming through VETA, different organizations, websites, newspaper, TV, radio, no social media in formal government roles • Communication is best done through in-person office meetings, appointments • Hold events with youth (but you can only find out about them through officials) 	<ul style="list-style-type: none"> • A well-connected partner organization • Access to grants through the EQWIP HUBs Youth Innovation Fund • Innovative uses of technology (good for formal sector youth looking for jobs) • Local staff members who can provide facilitation and speak Swahili <p>Assets from Enok from TVET:</p> <ul style="list-style-type: none"> • Alternative to formal education • Program will reach informal sector • Will help youth recognize the skills they have from the informal sector and how they can pitch them to employees

VI) Audience segment: Canadian youth

Assumptions about audience	Assets that will appeal to them
<ul style="list-style-type: none"> • Between the ages of 21 and 35-y-o • Want to help other youth economically and personally • Desire to learn more about Tanzanian culture 	<ul style="list-style-type: none"> • Opportunity for international development experience • Cultural exchange • Free training in soft skills development • Access to grants through the EQWIP HUBs Youth Innovation Fund

Find your message

The following messages were created by combining the assets and audience assumptions identified earlier. The below paragraphs are guidelines only, but note that they do take into account the key themes and language level that should be consistent in communicating with each group.

These can be used as “elevator pitches” to each of EQWIP’s audience groups – organizational overviews that get the gist of EQWIP HUBs across while also being cognizant of which parts of the project will appeal to them. The style of message you use will differ based on the medium through which it is being communicated.

1. Audience group: Informal sector youth // Goal: To tell them more about the project, recruitment

Translate to Swahili: EQWIP HUBs Tanzania can help you find employment or become an entrepreneur. Our free training is in Swahili and you will get more communication and computer skills. You will learn how to market yourself to employers and can apply to get capital from a grant we are starting. Be free to work with other youth in a place that is close to where you live.

2. Audience group: Formal sector youth // Goal: To tell them more about the project, recruitment

EQWIP HUBs is about matching your university or college degree with the soft skills you need to find a job. Many employees need job experience before hiring you, and EQWIP's training can count towards that experience. The training can also help you start a business yourself and become an entrepreneur. EQWIP HUBs is a space at VETA where you can be free to work with other youth, connect with employers, and find business resources such as loans. There is also a computer lab that you will use during training and can use to apply for jobs. After the training you will receive a certificate that you can show to future employers.

3. Audience group: Employers // Goal: Convince them to hire Tanzanian youth, especially those who have gone through EQWIP's training

Translate to Swahili: EQWIP HUBs is a training program that will teach Tanzanian youth the hands-on skills they need to become good employees. The young people who go through EQWIP's training are hard workers who have the communication, technology, and money experience to help your business succeed. EQWIP HUBs is partnered with VETA and our training meets youth policy created by the Tanzanian government.

4. Audience group: VETA // Goal: To encourage them to find out more about the project and become invested as beneficiaries and project ambassadors

EQWIP HUBs is a free skills training partnership between a Canadian NGO and VETA. The project is creating a central hub at Chang'ombe VETA where youth can connect with employment and entrepreneurship training, business resources, and work on computers. EQWIP HUBs will build on the good work of VETA to create more opportunities for Tanzanian youth to get hands-on soft skills training that will meet market demand. After the training, young women and men will be able to find employment or employ themselves. EQWIP's training is offered in Swahili and will reach 15,000 Tanzanian youth over the next five years.

5. Audience group: High-level government officials // Goal: To have them understand and promote EQWIP's training as a project that is in alignment with their youth policies, to have them consider hiring EQWIP alumni

Translate to Swahili: EQWIP HUBs is an innovative skills training project that provides an alternative to formal education. Working in alignment with the Tanzanian government's progressive National Skills Development Strategy, EQWIP HUBs will empower 15,000 Tanzanian youth in the informal and formal sectors. EQWIP HUBs has partnered with VETA and other international organizations to create curriculum for the Tanzanian context. Through its employment and entrepreneurship training, young women and men will learn to recognize the skills they have and develop new skills so they can find employment or employ themselves in high-demand industries. Over the next five years EQWIP HUBs will also give capital grants to new entrepreneurs through its Youth Innovation Fund.

6. Audience group: Prospective Canadian volunteers // Goal: Convince them to get involved with the project and encourage them to find out more about international development and skills training programs abroad

EQWIP HUBs is an international network of youth entrepreneurship and employment training hubs. Canadian volunteers work with a local team to help urban youth learn and recognize the skills they need to find jobs or create new businesses. There are more young people than ever before coming from rural areas to cities and there is a large mismatch between the skills they have and what employers are looking for. In exchange for working with the local team, volunteers get to learn more about international development and Tanzanian culture. The project is a partnership between Canada World Youth and Youth Challenge International, and is funded by the Canadian government.

Boilerplate text

A boilerplate text is a consistent organizational description that can be included at the end of press releases, partner letters, and other high-level documents.

EQWIP HUBs is a dynamic network of youth innovation centres located in six countries around the world. Over the next five years, EQWIP HUBs Tanzania will empower 15,000 under and un-employed Tanzanian youth with the employment, entrepreneurship, and soft skills they need to create sustainable livelihoods and transition from the informal to formal sector. EQWIP HUBs works in two urban centres in Tanzania: Dar es Salaam and Stone Town, Zanzibar. Working with partner organizations such as VETA and VTA, EQWIP HUBs Tanzania has adapted internationally-recognized curriculum to meet local market and youth demand. EQWIP HUBs is a joint project of Canada World Youth and Youth Challenge International, two leading Canadian non-profit organizations.

Identify credible messengers

A credible messenger is someone who has a good reputation among the target audiences. This is a person who can be recruited to talk positively about EQWIP HUBs and its work.

Who is your messenger?	Why are they a credible messenger?
Stella Mayenje, Country Manager	Stella is well-connected and well-known to both international NGOs and local partners. She is the best person to talk about the program and its relevance to the Tanzanian workforce.
Enock Kayani, Assistant-Director with TVET	Mr. Kayani has been supportive of EQWIP HUBs so far. He has a basic understanding of the program and can be a spokesperson within the government.
Violeth Fumbo, Head of Trainings at VETA	Ms. Fumbo has been a leader at Chang'ombe VETA for more than three decades. She can rally support around EQWIP's programs for trainers and students. Ms. Fumbo is also very well-versed in the work of VETA's other NGO partners.

Communications methods and materials

Here are the communications materials the EQWIP HUBs Tanzania team has flagged as important for the organization:

- Facebook and Instagram page for EQWIP HUBs Tanzania
- WhatsApp group
- Local EQWIP HUBs website
- One-page briefing note
- Song to play from speakers on pick-up trucks
- Posters, brochures
- VETA newspapers
- Flyers
- Newspaper, radio, and TV ads

Communications tool/material: Facebook & Instagram page for EQWIP HUBs Tanzania	
Audience	Informal and formal sector youth, Canadian youth
Description	Social media pages for youth engagement
Intended use	The main location to encourage recruitment and promote upcoming events; these will be a place to post photos of participants, and share mini impact stories, training information, and other organizational details

Communications tool/material: WhatsApp group	
Audience	Informal and formal sector youth
Description	A WhatsApp group chat where Tanzanian youth can easily ask EQWIP HUBs staff and volunteers about training details and upcoming events
Intended use	A casual and accessible environment where youth can ask questions and add friends who they think may be interested in finding out more about EQWIP HUBs

Communications tool/material: Local EQWIP HUBs website	
Audience	Employers, high-level partners, Canadian youth
Description	Either a stand-alone website or a sub-page off the main www.eqwiphubs.org website that includes Tanzania-specific information about partner organizations, office location, training dates, and local impact numbers
Intended use	A place to direct different groups if they are interested in finding additional information about EQWIP HUBs

Communications tool/material: One-page briefing note	
Audience	High-level partners (VETA and government)
Description	A high-level organizational overview that will include information about each of EQWIP HUBs' training programs, partners, and projected impact numbers
Intended use	Brought to meetings with government and partner organization officials – meant to provide a quick and comprehensive look at the benefits of EQWIP HUBs

Communications tool/material: Song	
Audience	Informal and formal sector youth
Description	In Dar, a frequent method of promotion is to blare songs from a speaker on the back of a pick-up truck; these vehicles drive around specific neighbourhoods
Intended use	A jingle to promote EQWIP HUBs and give a catchy overview of the trainings offered; reach many audience target groups in their homes

Communications tool/material: Posters, brochures	
Audience	High-level partners, formal sector youth
Description	To present EQWIP HUBs in an eye catching way – provide just enough valuable information that partners and youth want to follow-up with the organization through other communications channels
Intended use	To hang up at VETA centres, in community centres, churches, and university and college campuses; to hand-out at job fairs and other outreach events

Communications tool/material: VETA newspapers	
Audience	High-level partners (VETA)
Description	A regularly published (frequency TBD) newspaper that gets circulated to all VETA DSM staff
Intended use	To advertise upcoming training and program successes; to promote partner capacity building activities

Communications tool/material: Flyers	
Audience	Informal sector youth
Description	To present EQWIP HUBs in an eye catching and language accessible way – provide just enough valuable information that informal sector youth want to follow-up with the organization through other communications channels
Intended use	To hand out at daladala stops, markets, events, and during other interactions with informal sector youth

Communications tool/material: Newspaper, radio, and TV ads	
Audience	Formal sector youth, high-level partners
Description	Media spots that either directly promote EQWIP HUBs or indirectly promote the program through the impact stories of others
Intended use	Serve as a recruitment and promotion tool for the organization

Implementation plan

This implementation plan takes into consideration all upcoming communication efforts over the coming quarter (January to April 2016). This plan is meant to be updated and added to as necessary.

Please note that before many items on this implementation can be completed we need to determine the **budget for communications and marketing materials**. This should be coordinated by Stella in collaboration with the team in Ottawa. A quarterly budget for materials should and must be created.

Upcoming communications need: EQWIP HUBs social media engagement	
Materials	Timeline / Team members assigned to task
<ul style="list-style-type: none"> Facebook: create short form description for page; create and schedule photos and posts Instagram: Create a content calendar for photos 	<ul style="list-style-type: none"> Facebook: By Friday, December 18, 2015 (Hilary) Instagram: By Friday, December 18, 2015 (Hilary) Invite EDC workshop participants to like/follow pages (entire team) January 2016: create content posting guidelines and content calendar (entire team) Start active posting in January 2016 (entire team, coordinated by Hilary)
Upcoming communications need: Recruitment for employment training	
Materials	Timeline / Team members assigned to task
<ul style="list-style-type: none"> Creation of a series of WhatsApp groups and SMS bursts to reach youth who were interviewed as part of the informal and formal sector needs assessments Flyer to promote training Brochure and poster to promote training Song to play on pick-up truck speakers 	<p>*Determine training start date*</p> <ul style="list-style-type: none"> WhatsApp group: week of January 4, 2016 (Hilary) Weekly WhatsApp/SMS reminder bursts encouraging youth to sign up and ask questions about the training (Hilary & team) Have brochure, flyer, and poster design ready for approval by Friday, January 19 (Hilary) Approval from Stella and team by Friday, January 26 – print and distribute the following two weeks (Stella, possible Canada HQ approval) By mid-February 2016: scripting and recording of song (Emmy?)

Upcoming communications need: Communications material for high-level meetings	
Materials	Timeline / Team members assigned to task
<p>These are materials to be used during meetings with government officials, Microfinance institutions, and employers in the New Year; will aid in development of the Hub network</p> <ul style="list-style-type: none"> • Overview brochure • One-page briefing note 	<ul style="list-style-type: none"> • Brochure prepared for approval by end of January (Hilary) • Briefing note prepared for review by end of January (Hilary) • Printing of materials by mid-February 2016 (local staff member)
Upcoming communications need: Promote EQWIP HUBs to public	
Materials	Timeline / Team members assigned to task
<ul style="list-style-type: none"> • Reach out to media houses via telephone (best practise, according to Stella) • Posters, flyers, brochures 	<ul style="list-style-type: none"> • Mid-January 2016: Establish spokespeople for EQWIP: i.e. Stella, a local volunteer, possibly an EDC workshop participant (entire team) • Mid-January 2016: Create a media contact list for newspaper, TV, radio channels in Dar (entire team) • End of January through to April: Call media houses to pitch story ideas (Stella or a local staff member/ volunteer) • End of January 2016: have general posters, flyers, and brochures completed to hand out and hang up at different events and locations (design, Hilary; distribution, entire team)
Upcoming communications need: Advertise kick-off party for HUB network	
Materials	Timeline / Team members assigned to task
<ul style="list-style-type: none"> • Create invitation list in Google Spreadsheet by reviewing contacts of staff and volunteers • Digital and printed invitations • Extend invitations to media houses • Program communications materials for night of event 	<p>*Determine event date* (assumption: early March 2016)</p> <ul style="list-style-type: none"> • Invitation list: start general contact list in January and keep adding to it in coming months (entire team) • Creation of invitations: Start of February (Hilary) • Send invitations: second and third week of February, RSVP by last week of February (entire team) • Invite media: first week of March 2016 (Stella or local staff member) • Ensure there are enough brochures and briefing notes printed for event (Hilary)

Evaluation

This is the evaluation rubric that can be used at the end of year one to assess the effectiveness of the above communications plan.

Here are a few questions the EQWIP HUBs Tanzania team must ask itself:

- Were your communications activities adequately planned?
- Did the recipients of the messages understand them?
- Were all staff involved in the planning and delivery of communications?
- How could the communications strategy have been more effective?
- Were the desired organizational objectives reached?
- Were you on track with the timeline and budget for materials?

Here is an evaluation chart with some essential strategic communications practices. The following is adapted from the *Strategic Communications Audits* working paper that was prepared for the Communications Consortium Media Centre. This evaluation method is based specifically on non-profit approaches and needs in the area of communications.

	Strategic Communications Practices	Quality Criteria/Standards	Evaluation of Task
Strategy	a. Identify communications objectives	The communications objectives are aligned with the organization's overall mission.	
	b. Choose goals and outcomes	Goals and objectives are well defined, measurable, and help guide a defined plan of action.	
	c. Select target audiences	Audiences are specific (not the general public) and include key decision makers or individuals with influence on the issue.	
	d. Develop messages	Messages are specific, clear, persuasive, reflect audience values, and include a solution or course of action.	
	e. Identify credible messengers	Messengers are seen as credible by the target audiences and can be recruited to discuss the cause.	
	f. Choose communications materials and tools	Materials and tools are chosen for their access and availability to target audiences.	
	g. Scan the context and competition	Weaknesses and threats have been acknowledged in a SWOT analysis and creative solutions have been found.	
	h. Develop effective materials	Materials are attractive, accessible, and in-line with EQWIP brand standards.	

Implementation	i. Build valuable partnerships	Links with external stakeholders who can help achieve communications objectives.	
	j. Train messengers	EQWIP staff and volunteers know how to communicate about EQWIP's programs in aid of the communications objectives.	
	k. Conduct steady outreach	Outreach through blog posts, social media, and other forms is done on a regular basis.	
	l. Monitor and evaluate	Activities and outcomes are regularly monitored and evaluated for purposes of accountability and improvement.	
	m. Support communications at the leadership level	EQWIP management understands and advocates for the value of communications.	
	n. Communications resources	Fundraising regularly includes dedicated resources for communications practice.	
	o. Involve staff at all levels	Communications is not seen as an isolated function; most if not all of the staff members have some knowledge and participation in communications efforts.	