



COMMUNICATION STRATEGY

2023 - 2027

Theme: Towards innovative and agile communication in a changing environment

FOREWORD

The Independent Broadcasting Authority (IBA), being in the media and communication sector, is alive to the fact that Corporate Communication is becoming more dynamic each day. There is a need to keep up with the trends.

Undoubtedly, communication with stakeholders has gained unprecedented importance in the day-to-day operations of the IBA. We are aware that effective and efficient organisations have placed a high premium on communication by ensuring that they disseminate information in a timely manner and receive feedback on their operations.

IBA is determined to enhance the way it communicates both internally and externally in order to live up to its vision of being “An effective and efficient regulator that ensures a quality and professional broadcasting industry in Zambia”.

To attain this vision, IBA firmly believes that communication must be at the centre of its existence. Hence, the Communication Strategy (CS) will guide and coordinate communication activities of the Authority.

This Strategy was developed based on our view of the performance of the previous CS. In addition, consultation was carried out with various stakeholders, who provided invaluable input concerning their expectations and how the IBA can better attend to their needs. This document is intended to be a living document, reviewed and revised periodically to ensure it remains relevant to changing communication technologies and practices.

We are confident that the implementation of the CS will reposition the Authority in meeting the expectations of various stakeholders, and ultimately serve the public interest.

I therefore, wish to applaud the Board of the Authority for providing leadership in the development of this document.

Further, I wish to thank Management and Staff of the IBA for working hard to produce the CS.

Finally, I wish to encourage Management and all members of staff to participate in the implementation of this vital document, as it is the organisation's plan to improve internal and external communication.

A handwritten signature in black ink, appearing to read 'Chikosola P. Chuula', written over a decorative background of overlapping, light-colored curved lines.

Chikosola P. Chuula
BOARD CHAIRPERSON



ACKNOWLEDGEMENTS

This document has been made possible by the valuable input of various stakeholders who share and understand the importance of the existence of a CS within an organisation.

The Independent Broadcasting Authority is deeply indebted to the stakeholders who participated in the consultative engagement held to obtain information regarding their perceptions and expectations of the IBA. The Authority is grateful that stakeholders provided valuable feedback on the way forward.

Management is grateful to the Board Members for their guidance and participation in the development of the CS.

I also wish to thank Management and Staff for playing an active role in the entire process of coming up with the Strategy.

I am confident that with this CS, we will be able to effectively relay information to all stakeholders and similarly receive vital feedback for the Authority to make necessary changes that will smoothen our operations.

Therefore, I wish to urge all the members of staff to understand the contents of this Strategy and actively participate in its implementation.

A handwritten signature in black ink, appearing to read 'Eustace Nkandu', with a stylized flourish at the end.

Eustace Nkandu

ACTING DIRECTOR GENERAL

EXECUTIVE SUMMARY

The IBA has developed this CS to support the objectives and activities outlined in the Strategic Plan 2023 - 2027. The Strategy is a blue print of all IBA's communication activities both internally and externally.

The CS outlines key operational and strategic issues, the communications objectives, key messages and audiences as well as communication tools. It also highlights implementation of the strategy and how it will be measured. In selecting messages for the target audiences, the Strategy has considered the concerns captured in the IBA Strategic Plan while ensuring that the messages are consistent, unambiguous and reflect the stakeholder's current awareness and knowledge levels of the IBA.

The communication goal for this Strategy is to ensure "Broadcasting stations, the public and other stakeholders are more knowledgeable and appreciative of the IBA and its regulatory role." This will contribute towards realisation of the overall IBA goal as outlined in the IBA Strategic Plan for 2023 to 2027.

To achieve the above goal, the following strategies will be employed:

- Expanding public participation mechanisms that provide information sharing platforms to engage IBA stakeholders
- Implementing a branded social media plan to increase public knowledge of the IBA mandate
- Leveraging the media as a programme advocacy partner in the coverage of IBA work
- Strengthening the communications capacity of IBA staff
- Fast-tracking internal communication activities to address staff concerns and build support within IBA.

In addition, the Strategy aims at improving the Authority's visibility among its stakeholders. To achieve this, the IBA has taken into account the perceptions and recommendations from the stakeholders, that were garnered through a consultative meeting. Further, an implementation plan has been developed to tackle the issues raised by stakeholders.

This plan reflects among other things, the activities, channels, responsible department or unit and timelines for implementing activities. The plan is based on a results-based management approach, in which an activity based logical framework will be the main tool.

ACRONYMS AND ABBREVIATIONS

CCPC	Competition and Consumer Protection Commission
CS	Communication Strategy
ECZ	Electoral Commission of Zambia
IBA	Independent Broadcasting Authority
IEC	Information, Education and Communication
SP	Strategic Plan
TV	Television
WRD	World Radio Day
ZICTA	Zambia Information and Communications Technology Authority



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CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION AND BACKGROUND

This is the Communication Strategy (CS) of the Independent Broadcasting Authority (IBA). The goal of the CS is to ensure that broadcasting stations, the public and other stakeholders are more knowledgeable and appreciative of the IBA and its regulatory role. This is in line with IBA's Strategic Plan Objective No. 1, which is, "To enhance stakeholders' awareness of IBA's mandate by 2027".

IBA Vision

An effective and efficient regulator that ensures a quality and professional broadcasting industry in Zambia.

IBA Mission

To promote professionalism and enhanced standards of the broadcasting industry through effective regulation.

This CS is the third one that the IBA has developed, following the expiration of the second CS, which ran from 2019-2022.

1.2 FUNCTIONS OF THE IBA

1. Promote a pluralistic and diverse broadcasting industry in Zambia;
2. Establish guidelines –
 - i) For the development of broadcasting in Zambia through a public process which shall determine the needs of citizens and social groups in regard to broadcasting;
 - ii) For the issuing of licences, giving due regard to the need to discourage monopolies in the industry in accordance with the Competition and Consumer Protection Act; and
 - iii) On the required levels of local content and other issues that are relevant for a pluralistic and diverse broadcasting industry.
3. Safeguard the rational and efficient use of the frequencies allocated to broadcasters by developing a frequency plan for broadcasting, which shall be a public document, in compliance with international compliance;
4. Grant, renew, suspend and cancel licences and frequencies for broadcasting in an open and transparent manner;
5. Enforce the compliance of broadcasting with the conditions of the licences issued;



6. Issue to any or all broadcasters, advisory opinions relating to broadcasting standards and ethical conduct in broadcasting;
7. Oblige broadcasters to develop codes of practice and monitor compliance with those codes;
8. Develop programme standards relating to broadcasting in Zambia and to monitor and enforce compliance with those standards;
9. Receive, investigate and decide on complaints concerning broadcasting services, including public broadcasting services;
10. Develop regulations in regard to advertising, sponsorship, local content and media diversity and ownership;
11. Perform such other functions as may be conferred on it by the IBA Act or any other Act; and
12. Do all such other acts and things as are connected with or incidental to the functions of the Authority under the IBA Act.

1.3 RATIONALE FOR IBA'S COMMUNICATION STRATEGY

The IBA's Strategic Plan (2023-2027) puts emphasis on the objective of **enhancing stakeholders' awareness of IBA's mandate by 2027**. Thus, the development of the CS stresses on meeting stakeholders' needs and demands, actively engaging them and applying and adapting to new technologies to enhance the Authority's operations and visibility.

It is essential for IBA to have a clear CS to ensure consistency, accuracy and timely stakeholders' engagement. This CS is designed to maximise IBA's outreach by promoting greater participation and knowledge sharing. It is also intended to optimise utilisation of modernise communication platforms.

This CS will focus on addressing challenges that were identified in IBA's overall Strategic Plan and surveys that were conducted with key stakeholders. These include:

- i. Negative public perception
- ii. Lack of adequate information/ knowledge on broadcasting laws/ethical journalism by the public
- iii. Insufficient internal communication
- iv. Inadequate capacity building to respond to changes in Information and Communications Technology.

Despite the highlighted shortcomings, it is worth noting that the implementation rate of the 2019-2022 CS stood at 67%. Of importance, the following activities helped heighten the implementation rate:

- i. Conducting workshops for broadcasting stations on the Code of Professional Standards, Complaints Procedures and other IBA regulations
- ii. Participation in public events and exhibitions
- iii. Consultative stakeholder engagements.

During the implementation of the 2019-2022 CS, the onset of the COVID-19 pandemic hampered the attainment of some of the planned activities as this restricted movements and public gatherings.

1.4 COMMUNICATIONS PRINCIPLES

This strategy aims to:

- Support open, timely and effective communication
- Support the delivery of IBA organisational goals
- Be an effective means of demonstrating the success of IBA work
- Outline communication approaches that will be used to support the work of IBA
- Identify key communication tools, including new ways to communicate more effectively both internally and externally
- Provide effective ways to engage with stakeholders in a consistent manner.



CHAPTER TWO

SITUATIONAL ANALYSIS

2.1 SWOT ANALYSIS

This chapter summarises IBA's Strengths, Weaknesses, Opportunities and Threats (SWOT) in implementing communications initiatives. It is based on evidence drawn from literature review of the second IBA Communication Strategy. In addition, the Authority obtained valuable feedback from stakeholders through a consultative meeting aimed at gathering their perceptions of the Authority.

2.1.1 Strengths

Areas that demonstrated strength and are likely to enhance IBA communications system include:

- i. IBA is a brand which can easily be found when searched online
- ii. Clear legal mandate and properly defined regulatory framework
- iii. Only broadcasting regulator in the country
- iv. Qualified and skilled staff
- v. Access to available Information and Communication Technologies.

2.1.2 Weaknesses

Despite notable strengths, the situational analysis listed areas of weaknesses that could impede the effectiveness of IBA communications. The weaknesses include:

- i. Insufficient internal communication
- ii. Inadequate capacity building to respond to changes in Information, Communication and Technologies
- iii. Insufficient resources to support communication activities.

2.1.3 Opportunities

There are viable opportunities internally and externally for IBA to fulfil its desire to improve its communication, namely:

- i. Consistent funding from central government
- ii. Willingness from stakeholders to support the media industry
- iii. Technological advancement and convergence
- iv. Increased awareness of IBA
- v. Stable political environment and government commitment to media development
- vi. Growth in global networks

2.1.4 Threats

There are internal and external challenges that IBA needs to turn into opportunities, among them:

- i. Negative public perceptions
- ii. Inadequate information and knowledge on broadcasting laws.

2.2 STAKEHOLDER ANALYSIS

In order to actualise its mandate, the Authority conducted a stakeholder consultative meeting, for the purpose of determining their perceptions and expectations of IBA. A total of thirty-five representatives participated in the engagement. The stakeholders submitted information on their perceptions and expectations of the IBA. They also made recommendations on how the Authority could address their concerns. Stakeholders' aspiration was for the Authority to deliver its mandate effectively and efficiently for the benefit of the entire broadcasting sector.

Based on the Stakeholder consultative meeting, submissions on the perceptions, expectations and recommendations were captured are grouped in thematic areas as shown in Table 1 below:

Table 1: Stakeholder Analysis

STAKEHOLDER PERCEPTIONS (THEMATIC AREAS)		EXPECTATIONS	DESIRED ACTION
Positive			
1	IBA is an independent Regulator of broadcasting stations.	Continue to be objective and not succumb to political interference.	To follow the law and procedures.
2	IBA is helping to improve professionalism and ethics in both public and private broadcasting houses.	Enhance monitoring of stations and provide guidance.	To increase the number of inspections.
3	IBA staff are optimistic about their work.	Staff should be supported to inspire them to work harder.	To hold capacity-building events. To repeal and replace the IBA Act.
Negative			
1	IBA has limited powers to regulate social media and ZNBC.	Repeal or amend the IBA law to include the power to regulate ZNBC and online broadcasting.	To amend the IBA Law (Act) to strengthen the regulatory function and Mandate.
2	IBA does not carry out sensitisation activities to create awareness.	More sensitisation about IBA to non - media organisations.	To effectively communicate and hold stakeholder engagements.
3	IBA does not protect stations. Political cadres attack stations but IBA does not do anything.	Security from the police for media houses must be assured.	Encourage stations to make security arrangements Continue collaborating with Zambia Police Service in emphasising that Stations are strategic installations Encourage relationship between stations and local state police and state security
4	IBA is partial	IBA must become impartial	To be transparent and to communicate openly



Arising from the stakeholder consultative meeting, the IBA identified seven key stakeholder clusters. These included the following:

- i. IBA Board and Staff
- ii. IBA Licensees
- iii. The Media
- iv. The general public
- v. The Government (Ministry of Information and Media [MIM], other Government Ministries, Parliamentarians, Politicians and Local Authorities)
- vi. Civil Society Organisations, Religious Bodies, Traditional Leaders and Institutions of Learning
- vii. Regulators, Government Agencies and Cooperating Partners

2.2.1 IBA Board and Staff

2.2.1.1 Employees are usually the best envoys for an institution. In this regard, employees of IBA are a key component in raising awareness about the institution. Consequently, they will be engaged through in-house workshops to enable them have correct information about the institution. Through this Strategy, the employees of IBA will be made to feel that they belong to the Authority and are a part of its growth.

2.2.1.2 In order to achieve employee 'buy-in', the Strategy looks into improving internal communication. The Authority will employ internal communications techniques such as memos, notice boards, emails and meetings. Further, the Board and Committees shall meet as established in the Board Charter.

2.2.2 IBA Licensees

The CS identifies IBA licensees as vital stakeholders. In this regard, Licensees will be engaged through consistent correspondence; training, Information, Education and Communication (IEC) materials and workshops. These tools will be used to increase licensees' knowledge about IBA's mandate and of their responsibilities as they operate in a regulated environment.

2.2.3 The Media

This Strategy identifies the media as critical stakeholders. There are several ways through which communication will be facilitated in order to meet expected outcomes for the media and media bodies. Some of the ways include:

2.2.2.1 Media briefings: The briefings will be used to engage with the media on matters of importance for the Authority and its stakeholders. Further, the Authority will ensure that once a media briefing is called, all relevant officials will be available to answer questions. The briefings will be held regularly to allow for the IBA to be proactive.



2.2.2.2 Media Statements: These are a form of communication with the media to highlight facts of a certain issue or to relay information about a matter. Statements will help to quicken the pace of communicating important issues to the media and other stakeholders. The statements will be issued as either Press releases, or through press briefings.

2.2.2.3 Public inquiries/platforms: IBA will also engage the public through public inquiries as a way of interacting with them on licensing procedures. In addition, through such inquiries, the Authority will respond to public queries on issues relating to broadcasting.

2.2.4 General Public

This Strategy recognises the importance of the public as a target audience, because these are the consumers of what the broadcasting stations disseminate and are the ones who become victims of unethical broadcasts. This Strategy appreciates the importance of engaging the communities at a grass root level, to sensitise them on the mandate of IBA. The Strategy further encourages the public to claim their rights as consumers of broadcast content. This important practice will require officers from IBA to reach targeted communities to sensitise them about the Complaints Procedure, Licensing Procedure and other IBA procedures and processes. The Authority shall employ web-based programmes, interactive programmes, newspaper columns and public inquiries to ensure that the public is communicated with.

2.2.5 The Government (Ministry of Information and Media [MIM], other Government Ministries, Parliamentarians, Politicians and Local Authorities)

The above cluster of stakeholders is crucial to IBA. The CS has outlined dialogue with these stakeholders as a way to ensure mutual understanding, harmonious coexistence and cooperation. The need to consider these stakeholders emanates from the fact that they are significantly affected by media coverage. In addition, the activities for the above stakeholders' affect the Authority's operations and the public's perception of the IBA. There is need, therefore, for consistent engagement with these stakeholders. This will be achieved through meetings, workshops and distribution of IEC materials such as brochures, newsletters, sector reports and posters both on and off line.

2.2.6 Civil Society Organisations, Religious Bodies, Traditional Leaders and Institutions of Learning

This Strategy recognises the importance of the above stakeholders as key agents for change as well as their ability to lobby and influence policy in the broadcasting sector. Thus, there is need to engage these stakeholders to enhance their knowledge on the Authority's mandate. This will be achieved through meetings, workshops and distribution of IEC materials such as brochures, newsletters, sector reports, and posters both on and off line. It is envisaged that the stakeholders will use the shared information to inform their decision making as well as be goodwill ambassadors for the Authority.



2.2.7 Regulators, Government Agencies and Cooperating Partners

Partners such as the Zambia Information and Communications Technology Authority (ZICTA), Patents and Companies Registration Agency (PACRA) and the Electoral Commission of Zambia (ECZ) and Cooperating Partners are also regarded as key targets. They will be engaged through meetings, workshops and distribution of IEC materials such as brochures, newsletters, sector reports, and posters both on and off line.



2.3 COMMUNICATION STRATEGY MATRIX

From the information provided by the Stakeholders, the CS has therefore categorised the audiences and developed key messages and identified appropriate channels for dissemination, as demonstrated below in Table 2:

Table 2: Key Messages

Target Audience	Key Message	Current Perceptions	Desired Perceptions	Tools & Platforms
IBA Staff	<ul style="list-style-type: none"> Communication begins with us Cross learning will enhance IBA operations 	<ul style="list-style-type: none"> Fragmented internal communication 	<ul style="list-style-type: none"> Harmonised communication 	<ul style="list-style-type: none"> Regular staff meetings both online and offline Utilising ICTs to share work related updates Team building activities IEC materials In-house workshops
Licenseses	<ul style="list-style-type: none"> Time to innovate IBA regulates content, licensee broadcast Licenseses are obligated to adhere to IBA directives concerning their operations The public has the Right to complain against broadcasting stations 	<ul style="list-style-type: none"> IBA is a policing institution IBA takes too long to give licences 	<ul style="list-style-type: none"> IBA is an independent regulator The licencing process has improved and licences are being issued within the prescribed time frame 	<ul style="list-style-type: none"> Meetings Statements
General public	<ul style="list-style-type: none"> IBA serves the public IBA has a number of awareness programmes every quarter 	<ul style="list-style-type: none"> IBA is controlled by politicians from the ruling party We are only aware of IBA when they shut down a controversial broadcasting station 	<ul style="list-style-type: none"> IBA is an independent regulatory body IBA consistently communicates its activities 	<ul style="list-style-type: none"> Statements Engagements Radio and TV programmes Social Media Brochures Jingles

Table 2: Key Messages (continued)

Target Audience	Key Message	Current Perceptions	Desired Perceptions	Tools & Platforms
Ministry of Information and Media (MIM) and other government ministries	<ul style="list-style-type: none"> IBA regulates the broadcasting sector IBA is a strategic governance institution 	<ul style="list-style-type: none"> IBA is not well known by the public 	<ul style="list-style-type: none"> IBA is a well-known institution IBA is fair and professional 	<ul style="list-style-type: none"> Consultative Meetings Position papers
Media	<ul style="list-style-type: none"> IBA is the regulator of all broadcasting stations in Zambia IBA is an independent regulator, that serves the public IBA undertakes quarterly engagements with the media IBA is always available to the media and its audiences 	<ul style="list-style-type: none"> IBA is a policing institution that only polices private stations IBA serves the interest of the Government IBA is only active during election periods IBA is not visible enough 	<ul style="list-style-type: none"> IBA regulates all broadcasting stations in Zambia IBA serves public interest IBA consistently updates the media on its activities IBA is known by the media and its audiences 	<ul style="list-style-type: none"> Media briefings Meetings and Workshops Radio and TV programmes Media trainings Press Statements Newspaper Columns
Parliamentarians	<ul style="list-style-type: none"> IBA follows the law, in its regulation of the sector 	<ul style="list-style-type: none"> IBA is not operating as independently as it is mandated to IBA is not trustworthy 	<ul style="list-style-type: none"> IBA is a professional and independent regulatory body 	<ul style="list-style-type: none"> One on one Meetings Radio and TV programmes Sector Reports Position Papers
Regulatory Authorities	<ul style="list-style-type: none"> Collaboration for effective regulation 	<ul style="list-style-type: none"> IBA is a fellow regulator with its own mandate 	<ul style="list-style-type: none"> IBA is a fellow regulator with its own mandate 	<ul style="list-style-type: none"> Consultative Meetings Radio programmes

Table 2: Key Messages (continued)

Target Audience	Key Message	Current Perceptions	Desired Perceptions	Tools & Platforms
Learning Institutions	<ul style="list-style-type: none"> We rely on you to train innovative and professional journalists 	<ul style="list-style-type: none"> IBA is a government institution 	<ul style="list-style-type: none"> IBA is a strategic partner in media and communication studies 	<ul style="list-style-type: none"> MOUs Participatory Meetings and Engagements Sector Reports
Local Authorities	<ul style="list-style-type: none"> Quality broadcasting is possible 	<ul style="list-style-type: none"> IBA is a government institution 	<ul style="list-style-type: none"> Local Authorities can support the broadcasting sector through set-up and sponsorships 	<ul style="list-style-type: none"> One on one Meetings Radio programmes
Cooperating partners / Civil Society Organisations	<ul style="list-style-type: none"> IBA provides for the protection and development of the broadcasting industry IBA fairly executes its mandate Efficient regulation through partnerships 	<ul style="list-style-type: none"> IBA is not protecting private media IBA is hesitant to execute its mandate 	<ul style="list-style-type: none"> IBA is there for all broadcasting stations IBA is eager to execute its mandate 	<ul style="list-style-type: none"> Meetings Position papers Concept papers

CHAPTER 3

THE COMMUNICATION STRATEGY

3.1 GOALS AND OBJECTIVES

The IBA Strategic Plan recognises the importance of awareness creation among the different stakeholders that the Authority engages with, in accordance with the strategic objective of, **“Enhancing stakeholders’ awareness of the IBA’s mandate by 2027”**.

3.1.1 Communication Strategy Goal

This strategy’s goal is to, **“Improve broadcasting stations, the public and other stakeholders’ knowledge of the IBA.”**

3.1.2 Communication Strategy Objectives

The communication goal will be achieved through the following specific objectives:

1. To enhance public awareness of IBA by 2027.
2. To increase stakeholders’ knowledge of IBA by 2027.
3. To augment the IBA brand and visibility by 2027
4. To strengthen internal and external communication by 2027

3.2 KEY MESSAGES

Key messages presented in this strategy are used to lead the awareness programmes. The messages are designed to improve stakeholders’ knowledge of the IBA, thereby persuading them to change the negative perception about the institution.

The IBA messages provided in this CS are:

Key Message

1. Communication begins with us
2. Cross learning will enhance IBA operations
3. Time to innovate
4. IBA regulates content, licensees broadcast
5. Licensees are obligated to adhere to IBA directives concerning their operations
6. The public has the Right to complain against broadcasting stations
7. IBA serves the public
8. IBA has a number of awareness programmes every quarter

9. IBA regulates the broadcasting sector
10. IBA is a strategic governance institution
11. IBA is the regulator of all broadcasting stations in Zambia
12. IBA is an independent regulator, that serves the public
13. IBA undertakes quarterly engagements with the media
14. IBA is always available to the media and its audiences
15. IBA follows the law, in its regulation of the sector
16. Collaboration for effective regulation
17. A strong foundation in journalism training, will lead to a professional broadcasting industry
18. Quality broadcasting is possible
19. IBA provides for the protection and development of the broadcasting industry
20. IBA fairly executes its mandate
21. Efficient regulation through partnerships

3.3 COMMUNICATION CHANNELS

The CS has identified multiple channels of communication for the different stakeholders, in order to meet the desired goals. The channels are:

- i. Reports
- ii. Meetings
- iii. Media Briefings
- iv. Radio programmes
- v. Television programmes
- vi. Posters
- vii. Brochures
- viii. Visitations
- ix. Social Media
- x. Website
- xi. Exhibitions
- xii. Advertisements
- xiii. Documentaries
- xiv. Fact Sheets

- xv. Position papers
- xvi. Memos
- xvii. E-mails
- xviii. Newsletters

3.4 IMPLEMENTATION PLAN OVERVIEW

The implementation of this strategy shall be a coordinated and interactive decision-making process that responds to IBA's regulatory functions. This will require that everyone involved in implementing this strategy, acts in a way that will move IBA in line with its strategic plan.

For effective implementation of the CS, the Head of Communications shall be the overall Driver and will be responsible for conducting annual progress reviews.

Table 3: Implementation Plan

Objective 1: To enhance public awareness of IBA by 2027.				
Outcome	Activities	Stakeholders	Targets	Performance Indicators
<ul style="list-style-type: none"> Increased Public awareness of the IBA by 2027 	<ul style="list-style-type: none"> Prepare and air Radio and TV programmes 	<ul style="list-style-type: none"> General Public 	<ul style="list-style-type: none"> All Provinces 10 Radio programmes conducted per quarter 3 TV programmes conducted per quarter 	<ul style="list-style-type: none"> Recordings of radio and television programmes aired Reports
	<ul style="list-style-type: none"> Participate in all relevant exhibitions/events. 		<ul style="list-style-type: none"> Participate in at least 4 exhibitions/events per year 	<ul style="list-style-type: none"> Exhibition/event reports Number of IEC materials shared
	<ul style="list-style-type: none"> Preparation and distribution of promotional materials 		<ul style="list-style-type: none"> 3000 brochures per year 2000 newsletters per year 2000 calendars per year 	<ul style="list-style-type: none"> Report on the preparation and distribution of the materials
	<ul style="list-style-type: none"> Update IBA website and social media platforms 		<ul style="list-style-type: none"> 36 Posts per quarter 	<ul style="list-style-type: none"> No. of posts shared
	<ul style="list-style-type: none"> Develop Communication Policy 		<ul style="list-style-type: none"> Development of Communication Policy 	<ul style="list-style-type: none"> Published Communication Policy

Table 3: Implementation Plan (continued)

Objective 2: To enhance public awareness of IBA by 2027.

Outcome	Activities	Stakeholders	Targets	Performance Indicators
<ul style="list-style-type: none"> Increased stakeholder knowledge of IBA 	<ul style="list-style-type: none"> Organise and conduct stakeholder workshops / consultative meetings 	<ul style="list-style-type: none"> Media Government Cooperating partners / Civil Society Organisations 	<ul style="list-style-type: none"> One workshop organised per province per year 	<ul style="list-style-type: none"> Workshop / consultative meeting reports Feedback from attendees Attendance sheets
	<ul style="list-style-type: none"> Publish IBA newsletter 	<ul style="list-style-type: none"> Members of parliament Politicians Training institutions 	<ul style="list-style-type: none"> Bi-annual newsletters published 	<ul style="list-style-type: none"> Number of newsletters published No. of Media Briefings held
<ul style="list-style-type: none"> Positive reputation for IBA 	<ul style="list-style-type: none"> Organise Press briefings 		<ul style="list-style-type: none"> 4 per year As per need 	<ul style="list-style-type: none"> Number of articles published and programmes broadcasted pertaining the Press Conference
	<ul style="list-style-type: none"> Optimise IBA website for keyword search 	<ul style="list-style-type: none"> Both internal and external stakeholders 	<ul style="list-style-type: none"> Website optimised by end of 4th Quarter, 2023 	<ul style="list-style-type: none"> Website traffic numbers
	<ul style="list-style-type: none"> Create a memorable hash tag 		<ul style="list-style-type: none"> Hash tag created by 2nd Quarter, 2024 	<ul style="list-style-type: none"> Number of people reached
	<ul style="list-style-type: none"> Branding in public places 		<ul style="list-style-type: none"> Branded public sites by 4th Quarter, 2024 	<ul style="list-style-type: none"> Number of public sites branded

Table 3: Implementation Plan (continued)

Objective 2: To enhance public awareness of IBA by 2027.					
Outcome	Activities	Stakeholders	Targets	Performance Indicators	
<ul style="list-style-type: none"> Increased staff engagement Motivated staff who innovate and provide better service 	<ul style="list-style-type: none"> Conduct regular staff meetings 	<ul style="list-style-type: none"> Staff 	<ul style="list-style-type: none"> Quarterly general staff meetings conducted 	<ul style="list-style-type: none"> Number of staff meetings conducted 	
	<ul style="list-style-type: none"> Provide capacity building support and skills training for staff to embrace new technologies 		<ul style="list-style-type: none"> All end users trained by end of 2023 and ongoing 	<ul style="list-style-type: none"> Number of capacity building trainings and Performance based rewards 	
	<ul style="list-style-type: none"> Share information across Departments regularly 		<ul style="list-style-type: none"> Management Meetings Staff Meetings 	<ul style="list-style-type: none"> Minutes / Reports shared No. of meetings held 	
	<ul style="list-style-type: none"> Regular progress updates about IBA's work and invitations to participate in events 		<ul style="list-style-type: none"> Weekly meetings held 	<ul style="list-style-type: none"> Minutes / Reports shared No. of meetings held 	
	<ul style="list-style-type: none"> Engage a Social Media Content creator 		<ul style="list-style-type: none"> One Social Media Content Creator engaged by Q1 of 2024 	<ul style="list-style-type: none"> Number of posts made by the Content Creator 	

CHAPTER FOUR

MONITORING AND EVALUATION

4.1 IMPLEMENTATION MODALITIES AND TIMEFRAME

Monitoring and evaluating the effectiveness of this CS is a vital part of execution and it will be an ongoing review, so that it can adapt according to what is effective. A number of tools will be utilised, including:

- (a) Media monitoring:** Systematic tracking of media coverage of IBA or broadcast industry related issues will reveal whether the CS is working effectively.
- (b) Website and social media analytics:** IBA has an active website, which serves as an important repository of information. As a part of the website strategy, website analytics will be used to track key indicators about visitors.
- (c) Radio and Television:** Radio and TV coverage; and live or recorded shows are outlets for publicity. IBA shall use these avenues to gain feedback on public perception about IBA.

4.2 EVALUATION

Monitoring and evaluation of the strategy should be emphasised and supervised in the entire implementation of this strategy. Evaluation of the CS will help to determine its effectiveness, establish what is working and what is not; establish the reasons and take corrective measures, where necessary. The table below indicates the Monitoring and Evaluation Matrix:

Table 4: Monitoring and Evaluation Matrix

Communication Strategy Goal	Intervention Logic (Outcome)	Activities	Means of Verification	Responsibility (Driver)	Time Frame	
To enhance public awareness of IBA by 2027.	Increased Public awareness by 2027	Radio	<ul style="list-style-type: none"> The number of radio programmes aired, collected from the radio stations and stored in the IBA Library. 	<ul style="list-style-type: none"> DCC 	<ul style="list-style-type: none"> Quarterly 	
		Television	<ul style="list-style-type: none"> The number of TV programmes aired, collected from the radio stations and stored in the IBA Library. 	<ul style="list-style-type: none"> DCC 	<ul style="list-style-type: none"> Quarterly 	
		Internet Platforms	<ul style="list-style-type: none"> Update IBA website and social media platforms at least thirty six times per quarter 	<ul style="list-style-type: none"> Facebook Meta Business statistics on the website 	<ul style="list-style-type: none"> DCC 	<ul style="list-style-type: none"> Monthly
		Jingles	<ul style="list-style-type: none"> Produce and air jingles on at least 12 stations per quarter 	<ul style="list-style-type: none"> Recordings 	<ul style="list-style-type: none"> DCC 	<ul style="list-style-type: none"> Quarterly
Communication Strategy Goal	Intervention Logic (Outcome)	Activities	Means of Verification	Responsibility (Driver)	Time Frame	

Table 4: Monitoring and Evaluation Matrix (continued)

	Exhibitions/Briefings <ul style="list-style-type: none"> Participate in all relevant exhibitions. 	<ul style="list-style-type: none"> Report Feedback from participants 	<ul style="list-style-type: none"> DCC Board Secretary Licensing and Compliance Legal 	<ul style="list-style-type: none"> Quarterly
	Brochures and IEC Materials <ul style="list-style-type: none"> Preparation and distribution of promotional materials 	<ul style="list-style-type: none"> 3000 brochures per year 2000 newsletters per year 2000 calendars per year 	<ul style="list-style-type: none"> DCC 	<ul style="list-style-type: none"> Yearly
Communication Strategy Goal	Intervention Logic (Outcome)	Activities	Responsibility (Driver)	Time Frame
To enhance stakeholders' knowledge and understanding of the IBA by 2027	Improved stakeholder knowledge of IBA	Stakeholder Workshops <ul style="list-style-type: none"> Organise and conduct at least one stakeholder workshop per province per year and consultative meetings 	<ul style="list-style-type: none"> DCC/Legal/Licensing and Compliance Units 	<ul style="list-style-type: none"> Quarterly
	Newsletter	Publish IBA newsletter	DCC	Bi Annually
	2000 copies printed and distributed			

Table 4: Monitoring and Evaluation Matrix (continued)

Communication Strategy Goal	Intervention Logic (Outcome)	Activities	Means of Verification	Responsibility (Driver)	Time Frame
To enhance the IBA brand and visibility by 2027	Positive reputation for IBA	Search Engines	<ul style="list-style-type: none"> Monitor site traffic numbers 	<ul style="list-style-type: none"> DCC 	<ul style="list-style-type: none"> Ongoing
		Catch Phrases	<ul style="list-style-type: none"> Optimise IBA Website for keyword 	<ul style="list-style-type: none"> DCC 	<ul style="list-style-type: none"> Ongoing
		Branding	<ul style="list-style-type: none"> Create a memorable hash tag 	<ul style="list-style-type: none"> DCC 	<ul style="list-style-type: none"> Ongoing
		<ul style="list-style-type: none"> Branding in public places 	<ul style="list-style-type: none"> Track reach of hash tag 	<ul style="list-style-type: none"> DCC 	<ul style="list-style-type: none"> Ongoing
To strengthen internal and external communication by 2027	Improved Internal and External Communications Increased use of modern technology on regulatory and management functions	Meetings	<ul style="list-style-type: none"> Number of meetings conducted 	<ul style="list-style-type: none"> Technical Unit 	<ul style="list-style-type: none"> Ongoing
		Capacity Building	<ul style="list-style-type: none"> Number of capacity building trainings 	<ul style="list-style-type: none"> Technical Unit 	<ul style="list-style-type: none"> Ongoing

Table 4: Monitoring and Evaluation Matrix (continued)

			Notices <ul style="list-style-type: none"> Share information across Departments regularly 	<ul style="list-style-type: none"> Number of electronic Memo's or Notices shared 	<ul style="list-style-type: none"> HRA/DCC 	<ul style="list-style-type: none"> Ongoing
			Communications <ul style="list-style-type: none"> Engage a Social Media Content Creator 	<ul style="list-style-type: none"> Number of posts shared Engage Social Media Content Creator 	<ul style="list-style-type: none"> DCC 	<ul style="list-style-type: none"> Ongoing



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