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**PROFESSIONAL NEWSLETTER PRODUCTION**  
THE CASE OF COMMUNITY ECONOMIC DEVELOPMENT NEWSLETTER

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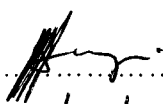
PROFESSIONAL NEWSLETTER PRODUCTION (THE CASE OF THE COMMUNITY ECONOMIC DEVELOPMENT NEWSLETTER) SUBMITTED IN PARTIAL FULFILMENT FOR THE REQUIREMENT FOR THE DEGREE OF MASTER OF SCIENCE IN COMMUNITY ECONOMIC DEVELOPMENT (2005) IN THE SOUTHERN NEW HAMPSHIRE UNIVERSITY AT THE OPEN UNIVERSITY OF TANZANIA.

**SUPERVISOR'S CERTIFICATION**

I have read this document entitled "Professional Newsletter Production (The Case of the Community Economic Development Newsletter) and found it to be in an acceptable form.

Mr. Athumani Sefu Samzugi

**SUPERVISOR**

Signature .....  .....

Date ..... 1/7/2005' .....

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## **DECLARATION BY THE AUTHORS**

This Study on “Professional Newsletter Production” (The Case of the Community Economic Development Newsletter) is the authors’ own original work, and it has not been submitted for a similar degree in any other University.

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## **DEDICATION**

This work is dedicated to stakeholders of community economic development especially the students and alumni whose willingness to continuously network will develop and sustain the CED Newsletter for years ahead.

## **ABSTRACT**

The Community Economic Development Newsletter is one of the projects undertaken by students of the MSc CED Programme. It involves collecting articles, looking for printers, producing the newsletter, and carrying out a survey to get information for improving the newsletter and finally writing a final report. This final report of the Community Economic Development Newsletter covers the period from September 2003 to March 2005.

The report is divided into five chapters. Chapter one deals with, among others, the background to the study, vision, mission and objectives of the CED Newsletter, activities in the Newsletter project, various challenges and the assignment. Chapter two is concerned with literature review. It discusses an overview of the evolution of newsletters including newsletter production process concentrating on best practices. The chapter also discusses how to write an editorial column and also includes a section on empirical review that highlights various experiences from people who have been dealing with newsletter production. This chapter ends with a review of CED newsletter related policies with a view of finding what they say about community economic development.

Chapter three is a discussion of research methodology used in this study, sampling techniques, data collection and analysis. Chapter four focuses on research findings and recommendations. The major findings of the study generally indicate that the CED Newsletter is a useful tool for promoting Community Economic Development and it is good in educating people about community economic development. Another finding is

that, students would like to be associated with the newsletter even after graduating by contributing articles and receiving copies of the newsletter. Major recommendations include; the need of involving students, NGOs and government institutions in contributing articles, which discuss issues related to their projects. This chapter also discusses findings and recommendations on various issues of the Newsletter such as sale of the Newsletter, impression of readers on the Newsletter, relevance of the articles, reader friendliness, shortcomings in the Newsletter and interest in contributing articles and receiving the newsletter. There are also recommendations to facilitate continuity of the newsletter by the next Newsletter group.

Chapter five contains highlights on the implementation of the recommendations. These include, taking on board all the possible recommendations and professional guidance, improving the design of the front page, having more articles from students and alumni that are up to date and well selected.



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Prof. D. Komba also deserves our word of thanks for reading our articles and guiding us on the importance of having a clear theme for every issue of the newsletter.

**ABBREVIATIONS**

A/C	Account
A.D.	After Christ
AFNET	Anti-Female Genital Mutilation Network.
BC	Before Christ
CBO	Community Based Organization
CDP	Community Development Policy
CV	Curriculum Vitae
CED	Community Economic Development
CEDP	Community Economic Development Programme
Co	Company
ED-SDP	Education Sector Development Programme
DEDS	District Executive Directors
ICED	International Community Economic Development
ISSN	International Standard Serial Number
LPO	Local Purchase Order
MSc	Master of Science
NEP	National Environmental Policy
NGO	Non Governmental Organization
No	Number
OK	All is correct

OUT	Open University of Tanzania
SNHU	Southern New Hampshire University
STP	Sustainable Tanga Project
TSh	Tanzania Shilling
US	United States

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## **DEFINITION OF TERMS**

### **Editorial Board**

In this document, the Editorial Board is used interchangeably with the Newsletter Group. This is the group of students who have taken the newsletter as their course project.

### **Community Economic Development**

This refers to the people-centred development whereby people are empowered to take initiatives in the identification of their needs and problems and in using available resources and opportunities to make a better life.

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## **CHAPTER ONE**

### **1.0 Introduction and Background**

#### **1.1 Introduction**

##### **Community Economic Development Study**

This project is about Community Economic Development Newsletter within the Community Economic Development Programme. At this juncture it may be useful to have an overview of community economic development globally and in Tanzania particularly.

Community Economic Development vision in its formative stage, was profoundly and directly influenced by the political, economic, cultural and moral genius of the concept of “UJAMAA” or Cooperative economics. The organization of economic life along democratic corporative and equitable lines consistent with the history and culture of people of Africa descent was a welcome breath of fresh air (Mtangulizi 1992).

This notion also transcended the orthodoxy of the left right and free marketers vs state bureaucracy arguments. The people of Tanzania and the first President of Tanzania, the Late Mwalimu Julius Kambarage Nyerere taught the simple yet profound truth, and complex yet reasonable belief that democracy in the economic order was as possible as was democracy in the political order. The Tanzania experience provided us with concrete evidence, models and examples of the potential of an alternative Humanocratic African development paradigm which inculcate deep human urgings in our souls. In Tanzania we

called it Community Economic Development or “Cooperative economics” or “UJAMAA” (Socialism).

Thus, in Community Economic Development’s original, intellectual and moral architecture, Ujamaa represented the highest social-economic and deepest understanding of the end and purpose of society itself. Human development that is achieved through cooperation involves a struggle to build and rich the highest community agreement that, development should benefit the masses.

Economic, social, cultural and political institutions were to be developed as alternative to the old world orthodoxy of state and markets, resulting in wars giving rise to challenging opportunities for alternative sector. The goal of this sector was to assist economisers in becoming producers, service users in becoming providers, and people in becoming owners of their society’s productive resources.

Community Economic Development presumes these goals in the context of comprehensive and holistic planning and humanistic values at the grassroots, community, and micro-level and empowers people to assume cooperative responsibility for their destiny and future. Thus development is one of the many processes system and tools which are utilized by the marginalized to reorganize economic life and activity to promoting “Kujichagulia” and “Kujitegemea” (to chose and self reliance) in the context of “Uhuru na Ujamaa” (Independence and socialism) “Uhuru na

Maendeleo”(independence and development) and Umoja na Harambee (Unity and Harambee) (Mtangulizi, 1992).

At its finest, this was and still remains the heart and goal of the Community Economic Development paradigm; development as though, people really matter and economics with a human face. The challenge is to translate this vision and its underlying values into institutions and activities that elevate the human condition. Indeed, Community Economic Development is “Ujamaa” (Mtangulizi 1992).

With that history of Community Economic Development and the reason for establishing the Community Economic Development Newsletter in mind, we are now attempting to relate this knowledge and philosophy of Community Economic Development and the newsletter as a vehicle that can be used to communicate the philosophy to a variety of stakeholders. We also recognize the fact that the Southern New Hampshire University and Open University of Tanzania have successfully transported the idea and made it operational in the Tanzanian situation.

## **1.2 Background of the programme**

The Community Economic Development Programme (CED) of the Open University of Tanzania (OUT) started in September 2002 offering a masters degree in Community Economic Development. In Tanzania CED Programme came into being through the

inauguration of a joint programme between the Southern New Hampshire University and the Open University of Tanzania (Arrington and Adjibodou, 2002:1). As documented by Mtangulizi (2002:1) CED has its roots and origin in Tanzania and is based on the ideas of the Father of the Nation Mwalimu Julius Kambarage Nyerere which stresses and emphasized on grassroots level in decision, making gender equality and people empowerment through education. Therefore the main objective of this study is to initiate a community economic development newsletter project within the framework of the community economic programme.

The Basic premise for community economic development (CED) as noted by Swack, (1992:3) is that, in order for development to take place, that will have lasting and meaningful impact at the community level there is a need to strengthen local capacities to mobilize resources and use those recourses to build a sound economic base for the community. Community economic development seeks to change the economic structures of the community and build permanent economic institutions within the community. This premise is meaningful only if it is disseminated to the people. Therefore the intention of having a newsletter is to make it act as a vehicle of communication of these ideas to various stakeholders of community economic development.

Historically community economic development is a human-centred, people driven strategy for the revitalization of development of economically marginal and low-income people, communities, neighbourhood regions and countries. It originated in the United

States of America (USA) as an extension of the African American Liberation Movement's quest for economic and social justice in the early and late 1960's. However other countries in the world also initiated forms of participatory activities but it is only in the United States where such activities were termed as community economic development (Mtangulizi, 1992).

### **1.3 Community Economic Development Newsletter Project**

The Master of Science degree in Community Economic Development requires that students work with a Community Based Organization / Project during the period of the course lasting for eighteen months. The concept guiding such projects is that participants are required to offer their services to a Community Based Organization (CBO) for the duration of at least 18 months under a supervisor with a possibility of extension upon agreement between the student and the CBO.

Among such projects is the Community Economic Development (CED) Newsletter. In implementing the project, a group of students who decide to take this project when undergoing their Master of Science Degree must produce a newsletter and disseminate it to stakeholders of Community Economic Development inside and outside Tanzania. Community Economic Development program newsletter project started in 2002 with a group of students in the first intake of the Master of Science Degree in Community Economic Development Program. During the eighteen months of the programme from

May 2002 to September 2003 the first group managed to produce two issues. However, the editorial board members had collected a few articles for the third issue that were handed over to the second group of students (dealing with newsletter) who joined the programme in 2003. This group took over the project in September 2003. Since the inception of the CED Programme up to March 2005, it is worth noting that up to now four issues have been produced and distributed. Articles for the fifth issue are currently being collected and processed by the editorial board.

#### **1.4 Printing and Financial Leverage**

Getting into business terms, Jamana Printing Company was finally identified as the printer for CED Newsletter up to now. Before this Company took over, the CED programme had a contract with the Media Express, the company that printed the First, Second and Third issues. Printing Companies require that, at least half of the payment be made before the beginning of the production, and the rest is paid after finishing production.

Despite the many challenges, however, the Editorial Board enjoyed the leverage extended to it by the CED Authority that decided to take up the production costs of the CED Newsletter. Although most of the copies of the newsletter were issued as material for promotional purposes, some few individuals were able to make financial contributions and with those contributions the Editorial Board maintained a bank account. The money



collected was used for paying the cost of stationary and transport of board members Dar es Salaam city.

### **1.5 Vision of the CED Newsletter project**

According to Pearsall (2002:1106) a vision is a mental image of what the future will be or could be like. The vision of the CED Newsletter is aiming at the development of communities and is in line with the CED programme policies as well as the national policies. The National Development Vision 2025 that was introduced in 1998 covers issues related to the mandates of all sectors and especially economic and social services. “A vision for development is an articulation of a desirable future condition or situation which a nation envisages to attain and the plausible course of action to be taken for its achievements. A shared vision arouses people’s aspiration and creates the spark that lifts the nation out of its usual way of doing things. In the process, it instills the courage and determination to rise to challenges at the individual, community and national levels” (Tanzania Development Vision 2025:1-3)

A national vision guides the aspirations of all the people and institutions of the nation, and in this particular case the Open University of Tanzania (OUT) is not an exception. The Community Economic Development programme at the Open University of Tanzania in collaboration with the Southern New Hampshire University envisages to make sure that community based initiatives are greatly impacting on the economic and social health

of the community and influencing local, regional and national policies (CED Guidelines2002). To that effect, the Vision of the CED Newsletter project is to have a situation whereby community economic development stakeholders share information and experiences that will facilitate informed decisions in the community economic development programs.

### **1.6 Mission of the CED Newsletter project**

The word mission includes alternative meanings such as assignment, task, work and duty (Microsoft Word 2000). Following its vision, the mission of the Community Economic Development newsletter is to facilitate networking for Community Economic Development practitioners, disseminating information on applied research, field experiences and ultimately becoming a resource for enhancing activities in community economic development programme in Tanzania and outside Tanzania.

### **1.7 Objectives of the CED newsletter project**

An objective is a clear statement that specifies the outcome of an undertaking in clear operational terms (Gajanayake 1993:62). The objectives of the community economic development (CED) newsletter are specifically geared at catering for the interests of CED stakeholders as follows: -

- 1.7.1 To provide a link and a networking tool for Community Economic Development students, alumni and various CED stakeholders.
- 1.7.2 To facilitate the sharing of information, knowledge, skills and experiences in community economic development activities.
- 1.7.3 To be used as a training ground for CED students, to learn the production process of a newsletter as a communication, promotion and networking tool.
- 1.7.4 To produce issues of the CED newsletter during the entire period of the course.
- 1.7.5 To search for information and knowledge that will be used in the production and improvement of the CED Newsletter.

## **1.8 Activities in the Community Economic Development**

### **Newsletter project**

The components of a programme are projects and it is through projects that the objectives of a programme are realized. On the other hand projects are implemented by carrying out activities that are normally budgeted for and timed.

In an organization there must be some activities, which its members are required to perform for the organization to survive. Activities in the newsletter project are meant to realize its objectives. These activities started right at the beginning of the course in

September 2003. The first activities that are very crucial in this type of project are to form the Editorial Board, identify activities and prepare a work plan, which shows responsibilities of every member in the Board. Then election of the office bearers and chairperson who coordinate all the activities that are implemented in that project, and to identify a person who is responsible for record keeping during the Editorial Board meetings. Another activity is to identify a treasurer who is responsible for financial management in the organization.

It is also important to put in place policies, rules and regulations that keep the group together and ensure that all members of the group participate effectively and get the best out of the project.

Other activities involve the collection of articles and photos from writers, making analysis of the articles to see if they conform to the mission of the project, editing, compiling and preparing a draft of the newsletter. The draft is then submitted to the CED programme authorities for approval before sending it to the printer. When taking the draft to the printer, we have to engage in negotiations on cost of production, preparing payments in collaboration with the CED authority and submitting a cheque to the printer to start off production.

Making follow-up is important in order to make sure that production is completed on time. Completion of production is followed by collection of copies of the newsletter from the printer and distributing it to the identified stakeholders.

Also the Board conducted meetings during weeks of class sessions in order to share information on the process and progress of the project and review the action plan where necessary. The Board members also communicated through telephone and the e-mail. Other activities include writing newsletter project progress reports at the end of each semester, undertaking research on issues related to newsletter production especially rules, legal issues, production problems and ways to improve newsletter production.

The rules and regulations include work schedules, group leadership, and membership to the group, record keeping, and communication among members, group sanctions and democratic decisions (Refer appendix 3).

The group agreed on a set of rules that will guide members on how to function and relate to each other while working together in a group. For that matter the agreed upon set of rules and procedures are written down and signed by all group members.

This project requires that students learn and go through the newsletter production process. The best way to get facts is through a scientific study. This necessitated the group to carry out a study bearing in mind that the production of the newsletter needs a lot of creativity and enquiry.

“All progress is born of enquiry. Doubt is often better than overconfidence for it leads to enquiry and invention”(Kothari 1991: 6).

Doubting invites investigation, probe and investigation with a view to request for information and these results in accuracy and efficiency. Bearing this truth in mind, the Editorial Board members decided that a survey was necessary in order to cover the unknown basics and techniques of developing and producing a newsletter. The information gathered as a result of careful investigation enabled the editorial board to be knowledgeable and finally performed its work with efficiency and accuracy.

## **1.9 Challenges**

Challenges faced by the Editorial Board included difficulties in collecting articles from the people who were requested to write them. They were slow in responding to our request due to the fact that writing articles was taken as second-class priority and it was extra work on top of their daily responsibilities. It was also challenging to work with printing companies who are normally overloaded with orders from other customers. Success needed constant follow-up.

The other challenge was the need to know the rules and regulations, which govern contracts with printing companies. The Editorial Board needed to work very closely with

both CED as the paying authority and the printing companies and make sure that there was a common understanding.

### **1.10 Problems when working with printers**

Problems encountered in the course of working that involve working with Printing Companies arose from the fact that they work with very many customers whose orders vary in volume. Therefore, a close follow up and guidance was necessary so that they adhere to the agreed upon specifications. The decision on which printing company to work with was in the hands of the Editorial Board. Thus, in the course of their work it was necessary to shift from Media Express to Jamana Printers in order to ensure efficiency and timely completion of the newsletter production assignment. The editorial board in this chapter is presenting the details of their field efforts to look for alternative printing companies just as a lesson on how to find the right qualities of a Printing Company to work with.

### **1.11 Alternative Printing Companies**

As explained earlier, one of the challenges faced by CED Newsletter Editorial Board was on how to deal with Printing Companies. In this regard, the Board decided to scout around with the view of learning how various Printing Companies are operating and how they deal with their customers, and finally identifying a Printing Company of their choice

to work with. The team therefore, visited the Ministry of Education Press A, Gold Prints Limited, the Government Printer and Jamana Printers Limited. All of them are based in Dar es Salaam. Discussions were made with authorities of those companies about the newsletter production process and the possibility of signing a contract to print the CED newsletter. It was also important and useful to learn that working with printing companies involves contracts, agreeing on layouts, proof reading and signing to allow the printer to complete the work. Other issues included deciding on the number of pages, number of copies of the newsletter and pricing.

#### **1.11.1 Ministry of Education Press A**

Ministry of Education Press A was found to be having printing machines and could do typesetting by making plates. It is difficult to manipulate plate as it is when working with computer software. Unfortunately they do colour separation by hiring, and thus increasing the production cost and it needs more time to complete production. For example, colour separation per photograph is done at the cost of Tshs 30, 000/=. The Press agreed to take the contract but the Editorial Board became hesitant and decided to visit other Printing Companies to enquire more on cost variations.

#### **1.11.2 Government Printers**

The Government Printer was found to be having modern facilities. They perform



typesetting, colour separation and final production. Typesetting is done by using a computer; and thus its final product is attractive. The only disadvantage by that time was the heavy workload in printing government budget documents, (particularly during the months of June, July and early August in the year 2004). They accepted to print the newsletter if the editorial board could wait until mid August 2004. The board thus considered this to be too long as far as the project work plan was concerned and decided to go on looking for other alternatives.

### **1.11.3 Gold Prints Limited**

The group also visited Gold Prints Limited, which is situated at Muhoro Street Jangwani / Kariakoo area in Dar es Salaam. It was found to be having good printing facilities and the colour separation was done using a computer. It was less experienced and not well established. The board decided not to work with it.

### **1.11.3 Jamana Printers Limited**

Another company visited was Jamana Printers Limited. This is situated along Nyerere Road and it is well established. With regard to printing operations, this was found to be carrying out all major operations under the same roof. It includes activities such as colour separation, design and printing. They promised to produce the newsletter in less than a week after proof reading. The Printer uses a computer programme that makes it easy to manipulate changes on the document. Specimen newsletters of Jamana printer appeared

to be very attractive and satisfying. The editorial board was satisfied with this quality of work and thus they requested a pro-forma invoice with two options: option number one is to print 1000 copies at a cost of Tshs. 1,740,000/= and option two was to print 2000 copies at the cost of Tshs. 2,616,000/=. The invoice was given to the CED Authorities for scrutiny whereby it was decided to produce 1000 copies for Tsh.1, 740 000/=. Part payment was made and copies of the newsletter were produced and distributed to CED Stakeholders.

### **1.12 Organizational structure**

An organization is synonymous to association, an institute and society among others (Microsoft Word 2000). In implementing any project there must be a clear organizational set-up for clear description of roles and a smooth running of the organizational activities. This is also true for the CED newsletter project. There is an editorial board for the CED newsletter production formed by the students who take the newsletter as a project and it is the group that decides the mode of operation. The group organized itself into a Chairperson Mr. Sangana Gotfried Protas, Secretary MS Muthoni Caroline Wairimu, Treasurer Mr. Mvugalo Ramathan and Members Rehema Agnes Daniel Mnzava (also signatory to the newsletter account) and MS Samia Suluhu Hassan.

### **1.13 The Assignment**

Worldwide, organizations/institutions develop their own Newsletters as a vehicle of communication and networking. It is in this regard that the Community Economic Development Programme decided to put in place the Community Economic Development newsletter project. Therefore the assignment of the Editorial Board in this project was to produce a Community Economic Development programme newsletter and distribute to Community Economic Development stakeholders.

However, information to the Editorial Board on how to prepare and produce a newsletter professionally was inadequate. Thus the value and acceptability of the newsletter to the readers were not known because information that would be used in the production process and in improving the newsletter was not available. However, this was a learning process and the Editorial Board needed to search for professional information on the newsletter production process that was necessary for the production of the newsletter

In order to overcome such a situation it was deemed necessary to conduct a survey. According to Kothari (1991:2) the purpose of a survey or research is to discover answers to questions through the application of scientific procedures. The main aim of research is to find out the truth which is hidden and which has not been discovered yet.

So, this study was necessary in order to know the scientific and professional procedures of making a newsletter and to be familiar with all the necessary procedures behind the production of a newsletter. It is therefore hoped that the survey will obtain information

that will be useful to the successor newsletter groups of the Community Economic Development programme. The generated information will also help organizations wishing to have their own newsletters. It will further more have valuable information that can help those with newsletters to correct mistakes they make in the process of producing their newsletters.

In addition, students who take the newsletter as a project in their master's degree of Community Economic Development are not necessarily experts in the newsletter production process. They therefore, need guidance on how to go about producing it and building from the experiences of their predecessors. It is therefore further hoped that the result of this survey will form the basis for further investigations in the newsletter production process.

## CHAPTER TWO

### 2.0 Literature review

#### 2.1. Theoretical review

According to the Dictionary of Library and Information Management (1997: 101) a newsletter is defined as a brief publication issued by an organization to its members with internal news and communication. Other definitions say that a newsletter is a serial brief publication containing news and current events usually geared towards members of a particular organization or group with common interests. It is usually non-commercial and distributed to a selected readership either freely or on subscription (www.nova.ed 26/2/ace 2005). Chambers Dictionary (1995) on the other hand defines a Newsletter as a sheet of news supplied to members of a particular group or locality.

Historically since 1674 a Newsletter meant a letter specially written to communicate the news of the day (William Little, 1974). To communicate using whatever means is to establish commonness and if this is to be done effectively communication demands clarity as it is required in scientific writing (Day, 1998). The emphasis here is in the need to be accurate in communicating information to recipients otherwise communication will lose its meaning. Thus a newsletter as a tool for communication must be written in a very clear and easy understanding language between individuals but more so between members of societies and organizations. Clarity and common understanding of messages play an important role in communication because unclear messages will be understood

and responded to variously by the receivers and the meaning may even be distorted (Everett 1969). It is the intention of the CED Newsletter to communicate effectively by making sure that the intended commonness is established.

There are other authorities that associate newsletters with societies, although commercial publishers are also producing them (Page et.al 1987). As the name implies, newsletters are especially concerned with reporting events but they often summarize important research findings, papers at conferences etc. The Newsletter seems to be the earliest print medium to a larger community. Before that, communication was done through the spoken word or verbal communication and gesturing or non-verbal communication through body movement or actions. No records were kept for such communication (Page et al 1987).

A newsletter is also regarded as an informal publication, often simple in format and crisp in style that provides special information for a defined group of readers. Newsletters offer varieties of personal journalism and seldom carry advertisements (Robert et. al. 1988:661). Robert further notes that forerunners of the modern newsletters were the “corantos” single-page collections of news items from journals. The Dutch circulated these in the 17<sup>th</sup> century and their English and French translations were published in Amsterdam.

Common topics covered in newsletters included business and the professions, energy, health, safety and travel. The owners were normally organizations and were for internal communication with a view of circulating information among their members.

In summary, newsletters carry news items to a specific audience and readers though the news may also be useful to the general public. The CED Newsletter is no exception. It is meant to communicate community economic development issues to CED students, alumni and stakeholders of community economic development endeavors.

A deeper understanding of the word communication is needed. Writers in communication define it as follows; “the sharing of information between two or more individuals to reach a common understanding; and, for communication to be successful, the meaning of the information or the ideas conveyed must be understood” Ronald Sims (2002).

In practice, the information to be conveyed must be complete by making sure that a common understanding is reached by providing an appropriate level of information, meeting face-to-face with others and giving them the opportunity to ask questions.

Communication should not be defined to mean agreement but rather clarity of understanding. Literally, communication is talking or writing to someone or conversing with someone or between groups of people.

“Good communication from person to person and from group to group is vital if a movement is to make the best of the resources that each one has to bring, and to make motivation and creativity in the struggle.” (Hope and Timmel 1991:18).

Thus, communication is exclusively important if groups and inter personal relationships can survive. Also, as the various synonyms have indicated, communication can be effected through the word of mouth, letters and various other media and particularly for our purposes here, the newsletter is considered as a tool for such communication to a larger community.

## **2.2 Evolution of Newsletters**

Through the work of Robert (1998) we learn that during prehistoric times people communicated orally. This means that they did a lot of talking but there was no record kept in writing on what they were communicating. Therefore, knowledge was lost just as it was found. Cave paintings and inscriptions were among the first human attempts to leave record for succeeding generations. Communication through such media was incredibly difficult. The earliest book ever to be known is the “Chaldean Account” of the flood described on a clay tablet in about 4000 BC.

The first successful medium was the papyrus, that is, sheets made from the papyrus plant and glued together to form a roll sometimes 20 to 40 feet long, fastened to a wooden



roller) that came into use after 2000 BC. Then, in 190 BC parchment made from animal skins came into use while in 105 AD the Chinese invented paper that is now used in the modern medium of communication. Until then, there was no effective way of duplicating communication, thus scholarly knowledge could not be widely disseminated.

In another development, 1100 AD a movable printing press was invented in 1100. Johannes Gutenberg who printed his 42-line bible from movable type on a printing press in 1455 AD did this famous invention. Thereafter, from 1500s Gutenberg's invention was put into use throughout Europe and thousands of copies of books were printed and as a result in 1665 the first scientific journal was printed.

Therefore, before 1650 if scientists communicated with each other at all it was through the medium of personal letters or perhaps on rare occasions by meeting to discuss their work and exchange ideas. The system was imperfect relying as it did upon friendship or the accident of knowledge of what other people were doing derived by word of mouth.

In the seventeenth century the organization of scientific societies, such as the Royal Society of London began to process the formalization of contacts between scientists that has become so formidable in the present century. David Kronick mentions some of these societies and noted that in fact from the early eighteenth century in western Europe postal services became organized enough for ordinary postal services to be feasible and scientists began communicating with each other through the agency of not only

individual personal letters but also quite elaborate newsletters produced on behalf of groups of subscribers and circulated to them all.

Henry Oldenburg, the First Secretary of the Royal Society was the Producer of the early example of the newsletter form, thus from quite humble beginnings it became an important landmark in the history of scientific communication. He appears to have been a voluminous correspondent on an international basis and to take those of his various writings that he thought would appeal to a wider audience and published them in a newsletter. He sold it widely in Europe and entitled *Acta Philosophica*,” (Page et al 1987).

In 1750, the responsibility for the production of *Acta Philosophica* became an official one undertaken by the Royal Society itself. It was undertaken under the title “Philosophical Transactions of the Royal Society.” The newsletter as a source of scientific communication was gradually displaced but not wholly displaced as the most important means of scientific speaking to scientists by the periodical.

The development in the 19<sup>th</sup> century of swifter and more reliable means of travel facilitated face-to-face contacts of individuals. Thus scientists met more frequently and formed new scientific societies. Members who were unable to attend meetings were given information through printed papers that had been presented at the meetings with summaries of the discussions that had followed them. This was the most commonly used form of communication among scientists in the early years of the 20<sup>th</sup> Century.

Periodical articles and the publication of the proceedings of conferences are what can be termed as “open” means of making information known.

Without the means of communicating results of discoveries that have been made quickly and widely, the value of those discoveries is seriously undermined. During the Second World War a system somewhat similar to the early newsletter with their closed circulation purely to subscribers, was employed to facilitate the flow of essential information in relatively secure conditions.

Information that was considered important was not allowed to appear in periodicals that might be allowed to fall in the hands of enemies was printed in the form of individual papers in a limited number of copies with each copy numbered. This form of publication came to be known as “Report Literature”.

Generally, newsletters carry news items to a specific audience and readers and the news may also be useful to the general public. This is in line with the objectives of the CED Newsletter that aims at communicating news and information about CED projects and generally about International Community Economic Development (ICED) to various institutions.

### **2.3 Newsletter Production Process: The Practice**

When an organization thinks of establishing a newsletter, there is a need to answer several questions, which may include the following:- the need for a newsletter,

organization and legal issues. This information gives the newsletter group basic information on which to base its operations.

According to Sebranek (1990) several pieces of information were picked as follows: -

### **2.3.1 The logo**

The newsletter must be identified among others by the use of a logo. The CED Newsletter logo is “CED Newsletter” and each issue is given a serial number, an issue number and a date.

### **2.3.2 Registration**

The newsletter must be registered and given a number for identification. The CED Newsletter is registered with ISSN No 0856 – 8774 of the year 2004. Production frequency should be adhered to otherwise it will be deleted from the books of the registrar. So far, production of the CED newsletter is going on in order to maintain the registration.

### **2.3.3 Collection of articles**

Articles can now be collected for the preparation of a newsletter issue. Illustrations such as –photographs and drawings can be collected to accompany the articles. Illustrations

make the articles easy to understand and make the newsletter reader-friendly. However, the illustrations should be relevant to the objectives of both the newsletter and the article.

### **2.3.4 Layout**

This work is technical and is done best by using a printer. It is important that the printer be given a written contract such as a Local Purchase Order (LPO) to carry out the work.

The newsletter normally has a fixed layout that is maintained in each issue. It is advisable to have a well-illustrated front page with beginnings of the stories that are then continued on inside pages. The back page inside and outside must also have a layout that is fixed in the sense that they are used for business advertisements or special issues such as sports, special events, special education materials or any other as the editorial board decides.

The number of pages and number of copies to be produced is to be decided at the beginning of the first issue production. Additional pages will only come if there is a special event that gets additional pages that are normally movable and may be charged differently. A questionnaire for feedback on the newsletter may also be attached with the intention of requesting readers to fill in their comments and return them to the editor. Comments of readers are important for the improvement of the newsletter.

### **2.3.5 Typesetting**

This means setting the printing image that shows the way the newsletter will look like. Developments have made it easier for newsletters to be produced using relatively inexpensive packages consisting of software, a laser printer and a standard microcomputer that enable the user to produce pages that look professionally typeset.

With software such as the Page Maker, pictures can be scaled to the required dimensions either by cropping or sizing which means altering the shape of the image. Simple graphics can be produced using a standard programme such as Apple's Mac. Paint images are put into the computer using a scanning hardware.

### **2.3.6 Printing**

When typesetting is ready and the whole text is proof read and found to be correct, the Printing Company is given a go ahead for printing. The OK is very important for both the Printing Company and the customer because if the Company carries on with printing without the OK of the customer then, if anything goes wrong it will be the responsibility of the company, and the customer may refuse to pay. On the other hand, when anything goes wrong on the printed work after the OK of the customer then it will be the responsibility of the customer and the bill will have to be paid regardless of the mistakes.

### 2.3.7 Postmortem

The editorial board must read the printed copies of the Newsletter to check if it contains any mistakes. These must be reflected in the coming issue and an apology for the mistakes should be given. So, when compiling articles for the next issue it should include those corrections.

### 2.4 How to write an Editorial Column

Another effort by the Editorial Board was to find out how to write an Editorial column for the newsletter. According to Sebranek et al (1990), the following technical information on newsletters was found out: What is an editorial column? It defines it as one of the writing styles to express an opinion or reaction to timely news, event or an issue of concern. Most editorials are used to influence readers to think or act the same way the writer does. Not all editorials take sides on an issue, but have one of the following four issues: -

**Inform:** The writer gives a careful explanation about an issue.

**Promote:** The writer tries to promote a worthy activity and gets the reader involved.

**Praise:** The writer praises a person or an event

**Entertain:** The writer encourages or entertains the reader about an important issue.

The editorial can use an appropriate joke to get people to start reading and go on reading until to the end.

### 2.4.1 Steps in writing an Editorial Column

**Sebranek et al** in 1990 listed several steps involved in writing a newsletter. The following have been identified:

- (i) Choose an issue to be discussed
- (ii) Researching: Gather as many details as possible to convince others about your opinion.
- (iii) Connecting: Have clear and accurate details and examples.
- (iv) Give strong argument in the beginning and end of the editorial.
- (v) Show opposing arguments and their weaknesses.
- (vi) Offer a solution at the end. Stick to your opinion or argument clearly and forcefully. Don't attack others; be honest and accurate and illustrate by quotes.

### 2.4.2 Do's and Don'ts

Lisa Mc Tighe Pierce Ed. (Microsoft Word 2000) illustrates the main tenets that are necessary to do or to avoid when preparing the newsletter.

**Do:** Advocate for changes if you think they are necessary.

**Don't:** Use acronyms or abbreviations without explaining them.

**Do:** Publish the photo of your editor; let your personality show

**Don't:** Write an editorial that is nothing but glorified contents page, talking only about stories in the newsletter.



- Do:** Include research or evidence to prove your opinion
- Don't:** Be reckless in writing your editorial lest you lose credibility. Research and think your points through before you take a position.
- Do:** acknowledge an error in future issues to build credibility with your readers.
- Don't:** be afraid to inject your personality in the writing
- Don't:** think that readers must always agree with you. Invite their comments.

## **2.5 Empirical Review**

The effort to gather information about the newsletter production process made the board to look for experiential and experimental, practical, realistic, matter of fact, down to earth work and learn from other practical experiences. Empiricism emphasizes that knowledge comes through experimentation, factual observations of reality by an external investigator and discussions with participants. Its strength is based on the fact that it is tested; is beneficial to humanity, has contact with reality and experience and brings progress to humankind (Ngechu, 2004 ). Researchers had to carry out empirical reviews in order to discover and gather empirical evidences on newsletter processes that would help them to move in the right path.

Seemingly, up to this moment there is no information of a test made for a newsletter in Tanzania or elsewhere. But there is experiential information that shows that a newsletter

has been used as a tool for information dissemination. For example in the year 2002 a newsletter known as “MAKING IT REAL” Volume 2, Issue 1 of January 2002 was used to provide messages to the entire public about change. The message was from the Editor of the “MAKING IT REAL” and was provided as follows;

“in the world around us change is the one true constant. In today’s rapid pace work environments, organizations must change in order to maintain their competitive edge. In order to continue to grow and excel we must both accept and embrace change”.

In the article titled mastering change, the editor of that newsletter listed five things to remember about change, which included the general tendency that we tend to think that change especially a significant change is something that happens to other people .We don’t really think it will affect us until it actually does. We can’t adequately prepare for the future until we realize that the change impacting others will almost certainly affect us as well our own world is connected to the world at large.

- (i) At a biological level change and adoption are normal and natural. The world offers some useful metaphors for dealing with change. Consider how trees deal with strong winds. The tree is incapable of controlling the strength of the wind any better than we can control the world we live in. Rather than resist

and break, the tree bends and sways. It moves with the forces of nature in such a way that it survives and prospers.

- (ii) “Dealing with change is a crucial skill. The better we understand change the easier it will be to handle. We can’t rationally look forward to things getting back to normal. They never will be the same again. No amount of wishing, hopping or waiting will make them so”.
- (iii) “The speed of telecommunication has accelerated business around the globe. We live in an interconnected and interdependent world. Change touches everyone in the world; therefore we need to work together”.
- (iv) ” We can’t master change by viewing it positively and realistically. When it comes to change the world is our classroom. Context and circumstances change, but truth is truth. That’s why it is important to remember that we can’t always use old patterns to solve new problems”. It was described that the Editor adapted it from Mastering Change of another newsletter known as “The New Realities“ (Mark Saborn - [www.marksanborn.com](http://www.marksanborn.com)).

Change is everywhere: The “MAKE IT REAL” newsletter also adapted information of “change is everywhere” from the Magazine and disseminate it to the entire public. The information was from “Bouncing Back” by Dairy Conner, printed in September 2000 Delta Air Lines, SKY Magazine. The message explained that everywhere you look major change is accounting. Continuing and overlapping change has become a way of life in the

corporate environment. To successfully implement major changes companies must find the connection between the organization, employees and the change initiatives being introduced. That connection is achieved by fostering resilience among individuals in the organization. Resilience is the ability not to just survive change but to actually bounce back stronger than before its challenge. Resilience is also the essential component that transforms the mastery of change into a manageable process.

Another issue is the “Tool Kit.” In 1999-2005 International Writers Group .LLC use a newsletter known as “The Tool Kit “ a biweekly newsletter for people in the translation industry, who want to get more out of their computers. The newsletter is an extension of the Translator’s Tool Box, my computer Primer for translators. The biweekly newsletter contains current and translation specific information on operating systems, office suites, and computer – assisted translation tool, utilities, desktop publishing application and more.

The Tool Kit is given free and the channel of distribution is through email by the customers applying to get the information (“please send me the free tool kit”). If the customer is interested in the premium edition that contains at least one extra article on technical tips and issues for translators, is supposed to buy \$15 annual subscription. But if the customer purchased Translator Tool Box Book, get a free copy of annual subscription to the premium edition. Newsletter also invites advertisement through Tool newsletter to reach thousands of translation professionals.

Newsletters in the world today continue to be vehicles for information dissemination. The statement is justified by a newsletter known as ‘‘The Big6’’ being used to provide information on problem solving process which was developed by Mike Eisenberg and Bob Berkowitz in January 2005. The Big6 itself is an information literacy model and some people call it a meta-cognitive scaffold or an information problem solving strategy. It is a most widely known and widely used approach to teaching information and technology skills in the world. Also, it is a free newsletter that has strategies and tools for teaching essential skills for the information age. By using the Big6, students from Lake View High School Theatre Arts Department offer a dramatization in two Acts of Library Instructional Lessons. Systems have developed an excellent website that includes information literacy scope and sequence, lessons and curriculum support in a Big6 Newsletter context. (Mike et al. April 14, 2005)

## **2.6 Policy review**

A policy is a course or principle of action adopted or proposed by an organization or individual (Pearsall 2002). The Editorial Board decided to review various policies to see what they say about issues related to community economic development. Reviewed policies are; The National Constitution, Tanzania Development Vision 2025, The National Information and Broadcasting Policy, The Community Development Policy, Code of Ethics and Conduct for the Public Service, The National Environmental Policy and Women Development and Gender Policy

### **2.6.1 The National Constitution**

For the people of the United Republic of Tanzania, giving information and being informed are basic Constitutional rights (Constitution 1977: para.18). According to the constitution; every citizen has the right to receive information any time about various events in the country and around the world that is important for the livelihood and activities of the people and about any other issues that are important to the community. This means that the CED Newsletter is operating on a safe legal ground strongly supported by the national constitution.

### **2.6.2 Tanzania Development Vision 2025**

Nevertheless, all efforts to inform and educate must contribute to the national efforts of empowering the people to be self-reliant and free from poverty;

“Ideally, a nation’s development should be people-centred based on sustainable and shared growth and be free from abject poverty. All social relations and processes that manifest and breed inequality in all aspects of the society (i.e. law, politics, employment, education and culture will be reformed”. (Tanzania Development Vision 2025:1.2.1).

According to Tanzania Development Vision 2025 it is expected that by the year 2025, Tanzania should attain self-reliance driven by the psychological liberation of the mindset and the people’s sense of confidence in order to enable the effective determination and

ownership of the development agenda with the primary objective of satisfying the basic needs of all the people including men, women and children.

If the intended networking of CED stakeholders is put into practice, it will significantly contribute towards the achievement of the goals of Tanzania Development Vision 2025 by facilitating information sharing among communities and other stakeholders. This will be possible through the CED programme alumni who are employed by various organizations throughout the country.

### **2.6.3 The National Information and Broadcasting Policy**

We also looked at the National Information and Broadcasting Policy with a view of checking a few things. We were interested in checking whether the policy had categorised all the print media so that we could get focused information on newsletters. What the policy puts clearly is that print media should observe morals in their writing. The policy target is to ensure that all newspapers and print media in general adhere to the journalistic code of conduct and to the morals of the community and make sure that all of them will be legally registered (Prime Minister's Office 2003).

Among the key conditions that the CED newsletter has fulfilled is its registration vide registration No. ISSN No. 0856-8774. We only recommend that the policy be revised so

that it recognises categories of print media to include the Newsletter. This will make a clear distinction between various types of the print media.

#### **2.6.4 The Community Development Policy**

Ideally, community economic development is people-centred. It is a development effort that begins with the people and is accomplished by the people themselves only assisted in the process whenever necessary. This is in line with the policies of Tanzania especially the Community development policy (CDP), which emphasises on participation of the people in their own development;

“The concept of Community Development refers to those measures which enable people to recognize their own ability to identify their own problems and use the available resources to earn and increase their income, and build a better life for themselves. Therefore, the policy further states, in order to achieve community development, people must be enabled to develop their capacity to identify their problems and plan ways to solve them.” (Community Development Policy, (1996: 3).

Thus, it is obvious that the Government of Tanzania places strong emphasis on community participation in the process of development. This is just like what it is with community economic development, which has its emphasis in enhancing the efforts of the people in bringing about their own development, and in the process being assisted by



various other stakeholders who include the government, NGOs and CBOs. Having the CED Newsletter makes expert knowledge available to the community through the work of local expertise known to other communities thus empowering the people with the necessary knowledge.

### **2.6.5 Code of Ethics and Conduct for the Public Service**

While the CDP and the CED Newsletter put strong emphasis on community participation and the sharing of information for community development, some other policies seem to give a caution and controls in the dissemination of information. The Civil Service Department (CSD) says; “Public Servants shall not communicate with the media on issues related to work or official policy without official permission.” (Code of Ethics 1999:5).

This may be necessary for specialised information for authenticity sake; and information must therefore be released through official channels; and the policy further guides that officials who are authorised according to the laid down procedures will release official information to the media. This calls for the need for whoever is writing for publication, including the CED newsletter to be very careful in the choice and correctness of information to be disseminated as it portrays the image of the organization.

### **2.6.6 The National Environmental Policy**

Fruitful development efforts must be sustained in order that it benefits present and future generations. In this regard, the Vice President's Office emphasises sustainable development in the National Environmental Policy (NEP) and states;

“... Sustainable development means achieving a quality of life that can be maintained by many generations, because it is socially desirable, economically viable and environmentally suitable. ...the purpose of development is to improve the quality of human life. Development is sustainable if it adequately addresses poverty in the broader sense as composite index of human deprivation, extending from command over economic resources, access to education, food, shelter and energy needs, control of the physical environmental quality” (National Environmental Policy 1997:2).

Thus, the environmental policy of Tanzania is in line with and supports the philosophy of community economic development; it realizes the fact that all developments happen within the environment. It follows; therefore, that if community economic development is to be sustained the environment must also be sustained. It is the intention of the CED Newsletter to communicate the information regarding sustainability of the environment as a prerequisite to sustainable community economic development.

### **2.6.7 Women Development and Gender Policy**

Community Economic Development has a gender implication whereby there should be a good balance between the efforts of men and women. To this effect the group visited the Women Development and Gender Policy to find out if there is any inclusion of statements that can facilitate community economic development. The group found out that this policy had realised that if development is to have a gender balance then both men and women must be helped to work together. This is a gradual process, which starts with preparations for girls to be aware of their challenges in life. The policy puts it clearly that among the good strategies to enhance gender should be;

“...to educate communities especially parents that having equal opportunity in education alone for both boys and girls is not enough if they don't get equal opportunities at home”.(Women Development and Gender Policy 2000:19)

The CED Newsletter is intended to carry this message to parents through networking with various stakeholders. This is in realization of the fact that community economic development must be gender balanced. And, since the CED newsletter is reaching institutions and people in various parts of the country, it is going to create a multiplier effect of the messages to a larger community.

## **CHAPTER THREE**

### **3.0 Research Methodology**

#### **3.1 What is a research?**

For any discipline to grow research must constantly be carried out, as this will extend the frontiers of the discipline. The CED programme is not an exception, hence the need for students in the discipline to master the art of research. Best and Kahn (1998) define research as "systematic and objective analysis and recording of controlled observation that may lead to the development of generalizations, principles, theories resulting in prediction and ultimate controls of many events that may be consequences or causes of specific activities". Research involves the development of generalizations, principles and theories that can be applied to similar situations. There are thus main categories of research namely basic research and applied research. In basic research frontiers of knowledge are extended, while on the other hand, applied research is essentially employed to find a solution to an existing problem. Thus, the nature of this research is applied research and data was collected through qualitative methods.

This study was mostly qualitative seeking to know basic information that was necessary to be used in understanding a newsletter, production process and improvements that needed to be done.

The research is qualitative in nature as it was carried out in the natural setting. The data collection instruments, which were employed, include observation techniques, interviews and questionnaires with surveying and fact-finding enquiries into the uses and production processes of newsletters and particularly the CED Newsletter. This is in line with what experts say; “Qualitative data are most likely to be words which we get by asking or interviewing, watching or observing, reading documents or a combination of these three activities” (Kothari 2002:57, Aina 2004:334). This survey was implemented with the above understanding in mind.

Questionnaires, library research and observation were the dominant methodologies used in data collection. The questionnaires were sent to respondents who provided the required information. This method was employed because it is economical and has the ability to provide a safe basis for generalization. Discussions were also conducted with individuals who have rich experience in newsletter production. Their ideas were recorded and analysed to get the information that was relevant to our requirements for understanding newsletter production process.

### **3.2. Research design**

When a researcher makes a decision regarding what, where, when, how much, by what means concerning an inquiry or a research study he or she constitutes a research design.

In summary therefore,

“A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure”.(Kothari 1991:39).

So basically a research design is a plan that the researchers will follow in the collection of the appropriate data.

“...is a plan of action stating the activities that the researcher proposes to undertake; it is a written account of choices that the investigator makes in collecting, processing and analysing the required data” (Van Raay et al 1989:326).

This study was designed to be able to collect primary and secondary data on the production process of newsletters and the views of readers on how to improve and sustain the CED Newsletter. The study was designed to be qualitative with interviews, discussions and library research as the major methods of data collection. Data was collected from students of the MSc ICED programme 2003/05 class. Other sources of information were newsletter practitioners whose expertise and experiences gave us enough information that was useful in the various newsletter production processes. Also, information was collected from the registrar of newsletters and the Central Library where all registered print media must deposit two copies with central library under legal Depository Act. Secondary data was collected through library documentation.

### **3.3 Approach and strategy**

The editorial board prepared two types of questionnaires. The first questionnaire focused on improving the CED newsletter. Members of the editorial board who collected information on the performance of different organizations that produce newsletter used the questionnaire. The purpose was to study various operational problems and the impact of the newsletter on the targeted readers as experienced by various newsletter producers. Each of the editorial board members conducted a field visit in two institutions/organizations that produce a newsletter. The strategy was to use the prepared questionnaire in order to get information on the process of producing the newsletter by the said institutions and to understand their mission and objective and know how they are related to the mission of the organization.

Another was a feed back questionnaire for CED newsletter stakeholders. The questionnaire was distributed to some of the students to go through and attempt answering them. Their responses were incorporated, and through the guidance of the supervisor the research tools were rectified thus making them readable, easy to understand and to administer. This exercise also helped to see if there were any ambiguities in the questions or if there were any unethical issues that might make the respondents uncomfortable to respond.

### **3.4 Area of Study**

The area of study covered was Dar es Salaam, Arusha, Tanga, Zanzibar and Dodoma. The choice of the study area took into consideration the availability of key respondents in the two study centres: Dar es Salaam and Arusha. This is where the students meet for one week every month to attend classes during their study period. When they normally finish their classes on Saturday of the week they travel to various parts of Tanzania but however, the researchers travel back to their duty stations such as Dodoma, Zanzibar, Dar es Salaam and Tanga.

The researchers chose to use students as respondents as one of the sources of information because it was easy to get ideas and views about the newsletter and they represented a cross section of the regions and districts of the United Republic of Tanzania. Sampling saves time, money and gives the researcher accurate solutions and answers to the research question within a short period of time (Ngechu 2004:37).

The researchers considered the fact that using students as sample respondents helped to cut down costs and time whereby there was no need for the researchers to travel for the sake of following such sample respondents. Information was also collected from experts and experienced practitioners in newsletter production processes through interviews as discussed later on in this chapter.



### **3.5 Sampling Techniques**

The technique used in selecting the sample was by the use of simple random sampling method. This type of sampling has been described by various scholars such as Kothari (1991) and John et al (1975:44) as chance sampling or probability sampling where each and every item in the population has an equal chance of inclusion in the sample.

The procedure for the choice was as follows: In the first questionnaire each member randomly picked and went to an organization which he /she decided to conduct a visit and interview the authorities. The procedure involved the identification of the names of organizations that produce a newsletter; writing each one of them on a separate piece of paper and then picking any one to get the organization to work with.

In the second questionnaire, a list of all students attending the course in Dar es Salaam and Arusha Centres was made. All the names were then put on slips of paper. To select the 15 students from Arusha and the 35 students from Dar es Salaam a game of chance through hand picking was conducted. Through this method, 50 students to be respondents to the questionnaires of the study were selected. The method enabled the researchers to select a name from the population only once.

### **3.6 Data collection**

Before deciding on what instruments to be used in the collection of data, the researchers were aware of the fact that there are two main types of data namely, primary data and secondary data. The information needed by researchers was expert knowledge necessary for the production of the newsletter.

#### **3.6.1 Primary data:**

Primary data is in other words otherwise known as external data or data obtained from respondents (Freund & Van 1975:6). The editorial board members collected these data using self-administered questionnaires, discussion and interviews.

##### **(i) Expert and experiential knowledge**

The Editorial Board also scouted around for more information about the newsletter production process. The Editor of the UTUMISHI Newsletter, the registrar of newsletters and the librarian at the Central Library gave the board members ideas on issues to consider when developing and distributing a Newsletter. The ideas include the following:-

**Knowing your readers** determines a number of things, such as what messages to put across which should be timely and relevant.

**The language level** must also be considered. This helps to determine the level of technical and operational newsletter to be produced. In whatever case it's important to make sure that the content used is appealing, has the right level of technical language and is also attractive.

**The objective of the newsletter or information**, attitudinal change as well as styles of writing should be attractive and reader friendly.

**Design of the newsletter** should attract readers. First impression of the Newsletter should attract the reader to decide to take it and open the pages.

**Proof – reading:** Check facts and correctness of words. Making thorough editing reduces possibilities of having mistakes in the final copy.

**Legal issues** including policies that govern the administration of newsletters must be adhered to. It is also mandatory to send two (2) copies of all issues to the Central Library and the Registrar needs copies (at least two) of each issue.

**The Registrar** also requires being given names of the Editorial Board; Curriculum Vitae of members of the Editorial Board and at least the Editor should at least be a professional journalist. The Registrar also wants to be notified of all changes with regard to the newsletter organization and management. Registration using the International Standard Serial Numbers is necessary if the newsletter is to be recognised nationally and Internationally.

**Colours** should not be too many **lest** they confuse vision. Differentiation of letter sizes can also help to give variation that can help to identify one issue from the other and make the newsletter attractive.

**(ii) Mazingira Tanga Newsletter (A case study)**

While in Tanga, the researchers were able to get information concerning the experience of “The Sustainable Tanga Project” (STP), owners of a newsletter known as Mazingira Tanga. An interview with the Project Coordinator showed that the newsletter is very useful in sensitising the community to form their own environmental projects such as pit latrines, garbage collection, storm water and drainage water. This was found to be a successful tool because, when the people saw their projects in the newsletter, they were very proud and others demanded that such projects should be implemented in their respective areas too.

Apart from the newsletter, they also provided calendars, diary, public address system and they conducted seminars and workshops at community level. The project authorities said that there is no way they could do without their newsletter as it helped to communicate information throughout the project area that is covering Tanga, Mafia Islands, Mtwara, Zanzibar and Pemba islands. The newsletter was found to be very educative to the people in the project area. The United States of America (USA) based on Non Governmental

Organization that specializes in business uses the newsletter for advertising markets and attracts investors who may wish to carry out seasonal farming in Tanzania.

This case study is in line with the objectives of the CED Newsletter and thus the information was very valuable for the Editorial Group. It showed that elsewhere a newsletter can be very instrumental as an educational tool for the various stakeholders of the particular organization. It gives information on issues about projects and those that happen in the community and that need to be corrected. It gives education on new issues that the community can take and put into practice. It empowers people.

### **(iii) Education Sector Development Program newsletter (A Case study)**

Education Sector Development Program newsletter (ED-ESDP) of the central zone is another organization that was visited and some of its members interviewed. The Assistant Editor of the organization was interviewed and the following information was gathered. The newsletter is a successor to a magazine that was started in 1981 which was known as “Our Education” and was produced monthly.

The project was sponsored by the Swedish International Development Agency until 1995 when it ceased because the organization failed to get funds. Initially, the project operated under the department of education in the Ministry of Education and Culture while later, in 1999 the Ministry of Education decided to

shift the project to the Department of Policy and Planning and the project started again. This time it started with a newsletter of one page only due to lack of funds and skills. Full operation of the newsletter production started in eight zones. The human resource that was still there after production of the magazine failed was then given the work of producing a newsletter that is now known as Education Sector Development Programme (ED-SDP). It was registered in 1995 with the registration No. ISSS NO 8214 – 7814.

The mission of the newsletter was not available as there was no written statement of the mission. However, the objective of the ED-SDP newsletter is to inform communities about education development projects in the central zone comprising Dodoma and Singida regions. The targeted readers are the general public and in each issue 15,000 copies are produced. The newsletter is distributed mainly to secondary schools, Non-Governmental Organizations, Governmental Officials and Religious groups. The 15,000 copies are not enough to satisfy the needs of stakeholders. This is shown by the feedback that the organization is receiving from the readers requesting an increase in the number of copies that are distributed.

According to the Assistant Editor of ED-SDP copies are being distributed to the

readers by using public transport and then received by district education offices in each zone. They also use various other channels to distribute it to the wards and villages. To ensure receipt of the newsletter a dispatch book is signed by each recipient.

The owner of the newsletter is the Ministry of Education and Culture and it is given free to the stakeholders. In collecting articles members of the editorial board conduct field visits to Education Officers, District Executive Directors (DEDS), School Inspectors and Tanzania Teachers Commission Officers where they contribute articles through interviews. The editorial board has the mandate to collect, review, process the articles for newsletter production and distribute the newsletter to stakeholders. The cost of production and distribution is covered in the budget of the department of policy and planning under the ministry of Education and Culture who is the owner of the newsletter. Thus it is purely a government entity. For production they collect at least three hand quotations according to government regulations and procedures. The most suitable bidder is offered to sign the contract for printing the material. There is no advertisement for business in the ED-SDP newsletter. Though they had initially planned to get some advertisements but since the production of the newsletter is not frequent, the reason for having an advertisement was not encouraged.

A feedback questionnaire is attached at the back page of each newsletter. They always get feed back which assures them that the copies reach the targeted people. Feed back information that they get revealed that people wanted, among other things: more

information about the education programme in the zone and a reduction in the newsletter production intervals. Responses to the reactions of readers are normally reported in the next issue of the newsletter. Management of the ED-SDP newsletter, which is also the editorial board comprises the following: the Editor, two Assistant Editors (all of whom are journalists) and one technician.

In the production process, the board goes up to the scanning stage, and then they take the draft to the press where final production is carried out. Conferences are organised quarterly by the Ministry of Education and Culture for all newsletter producers from the eight zones so that they can use the knowledge to improve their newsletters. The essence of that conference is to build the capacity of the editorial boards by improving their skills and facilitating the sharing of experiences and analysing sample of their newsletters.

Their problems include under capacity production due to lack of funds, which they normally get from the government budget. This results in the failure to cater for the needs of the stakeholders.

**(iv) Anti Female Genital Mutilation Network (AFNET)**

Another organization where survey was conducted was the Anti Female Genital Mutilation Network (AFNET). In this organization an interview was conducted with the Editor who revealed that AFNET is a networking organization registered with the



Ministry of Home Affairs with registration No. So 11296 in 1999. It is a Non Governmental Organization (NGO) and its function is to fight against the eradication of Female Genital Mutilation in Dodoma Tanzania where it is based and its services extend into Manyara, Arusha , Dar es Salaam, Coast, Morogoro and Iringa regions.

The vision of AFNET is to have a community where all harmful traditional practices are eradicated and women, men and children are happy, economically and politically empowered and living in a healthy situation.

The mission of the organization is to contribute towards a well-informed public on the harmful effects of Female Genital Mutilation. According to the editor, AFNET produces a newsletter known as “TOKOMEZA” meaning ‘eradicate’ and has a registration No. ISSS. 08782.

Also they are producing a magazine known as “Sauti ya Dodoma” meaning ‘Voice from Dodoma’ with registration No. ISSS 0856-8782. The objective of producing the magazine is to inform and educate rural population on the harmful effects of FGM. The objective of “TOKOMEZA” is to inform and educate the general public on the harmful effects of Female Genital Mutilation and strategies to eradicate it. They produce about 1,500 copies of the newsletter though they are not enough to meet the requirements of their stakeholders.

For distribution, AFNET uses facilitators who normally come to the headquarters office and take copies of the newsletter to the district and distribute to the lower level up to the readers. This is the only channel they use for the distribution of the newsletter. AFNET conducts workshops in villages and wards and gets feedback through the participation of stakeholders. In these meetings; stakeholders are also supposed to come with copies of newsletters they had received. Due to its successful operations AFNET has now been allowed by the government to conduct FGM eradication campaigns in Primary schools where it operates.

AFNET gets articles from targeted readers, editorial board and AFNET facilitators who are scattered all over the operational areas. The Editorial Board Chairperson is also the coordinator of AFNET and is the one who endorses the manuscripts for final print. They process the newsletter up to the stage of scanning and then take it for final printing to the printer they have identified. The newsletter is given free to the readers so the management is budgeting for the cost of production and distribution. They don't have any business advertisements and they don't plan to have any. On the other hand they have a space in the AFNET magazine and they charge according to the space used. They get them by identifying business people who can provide advertisements and then requesting them to use their advertisement in the newsletter.

The organization has several objectives, which are summarized as follows:

- (i) To educate and sensitise communities on the harmful effects of female genital mutilation on girls and women.
- (ii) To promote empowerment of communities so as to enable them to identify their own social political and economic problems and take appropriate actions.
- (iii) To collaborate with the governmental and non-governmental organizations, other institutions and the community at large to eradicate harmful traditions and practices.
- (iv) To sensitise, train and facilitate action oriented change process in the government, gender relations and economic empowerment.
- (v) To build capacity of the communities and groups in lobbying and advocacy skills and to facilitate information generation and dissemination.

In its structure, AFNET builds and enhances the work of groups in wards and villages. These groups build up district networks that in turn build up regional networks and finally regional networks form the national network. Also AFNET has an organizational structure that includes; members in general meetings, executive committee (board), the secretariat and the coordinator. The national, regional and district coordinators, form the management of AFNET at their respective levels. There are ward facilitators in the pilot areas that manage AFNET activities at that level.

Source of funds is mainly from membership fees and dues. Grants (cash or in kind) are from organization and individuals. Konrad Adenauer Foundation has been funding most of the activities since 1999. But they have also fund raising activities and sales of FGM materials such as t-shirts, "Vitenge" and "Kanga" during AFNET conferences. Targeted groups to AFNET as an NGO are youth especially girls and boys, Victims mainly circumcised girls and women, traditional leaders, religious leaders, political leaders, teachers and students, community based groups, government leaders, policy makers and law enforcement agencies.

**(v) Association for Local Authorities Tanzania (ALAT).**

Another interview was conducted with authorities of the Association for Local Authorities Tanzania (ALAT). With the questionnaire and discussions made, the following information was collected from the news editor of the Association. The ALAT news editor gave the background of the Association. At independence in 1961, Tanganyika by then, inherited the colonial Local Government system that by then appeared to be inadequate. In 1972, that system was abolished and replaced with decentralization or "Madaraka Mikoani" which eventually surfaced as de-concentration policy. The abolishment of Local Authorities was regretted and hence the local government system was enshrined in the constitution in 1984 in articles 145 and 146.

In December 1984, 99 councils comprising 80 rural councils and 19 urban councils were established. Under the new legislations they founded their association known as 'the Association of Local Authorities of Tanzania-ALAT. Therefore ALAT comprised member councils that were being represented by the chairperson, mayors and the chief executive of the member authorities. There are about 117 councils in Tanzania that are operating.

Goals of the Association according to the constitution of the association article 3.2 the goals of the association are stipulated as follows: -

- (i) To foster and promote smooth government development in Tanzania.
- (ii) To maintain and further the rights, interest and values of local Authorities
- (iii) To represent the local government authorities of Tanzania in the international union of local authorities and other international forums.

The main objective is to foster and promote smooth, effective local government development in Tanzania. Thus its function is lobbying and advocacy. There is no mission statement in that organization.

ALAT organs are the annual conference, the executive committee, the secretariat and branches. This includes the Chairperson, Mayors, Directors of member authorities and the Secretary General (non voting). The National Secretariat is headed by the Secretary General (non voting) and is charged with the responsibility of carrying out the day-to-day

business of the Association. Currently four Officers and three Operational supporting staff assist the Secretary General.

ALAT is an organization that produces newsletter known as Association of Local Authority of Tanzania (ALAT). It was registered in Dar es Salaam Maelezo Tanzania in 1989 with the registration No.ISSS.0856- 3705. The objective of the newsletter is to disseminate information to members and other stakeholders. The targeted readers are the general public and they produce 10,000 copies in each issue. The news Editor gets articles from councils and other stakeholders of local government. The Secretary General of ALAT is the one who gives go ahead for the final printing and they identify a printer according to their capacity. The newsletter production cost is being covered using funds from the annual fees of members mainly councils. There is no business advertisement in the ALAT newsletter and there is no plan for that.

**(vi) See Gaad Newsletter**

Another organization that was visited by the Editorial Board was known as See Gaad where the discussion was made with the Field Officer. This organization that is located in Tanga was started in 1998 with the objective of reducing poverty by empowering the people through production and sale of seaweed. The mission of the organization is to carry out smallholder empowerment and economic growth agribusiness and associated development. This organization produces a Newsletter known as See Gaad. Since it has

just been started it is not yet registered but plans are under way to register it. The objective of the newsletter is to sensitise local people to produce more seaweeds and attract foreign markets.

Targeted readers for this newsletter are the general public, consumers and prospective consumers of the See Gaad products and they produce about 500 copies of newsletter that are enough to satisfy the customers. In the exercise of distribution the organization use main channel such as mail and website. The targeted readers prepare articles and send them to the management of See Gaad for analysis and get go ahead for production. The copies of the newsletter are given free and therefore cost of production is recovered from the annual budget of the organization. There is no advertisement in this See Gaad newsletter.

**(vii) ‘New Utumishi and Utumishi wa Umma’**

The President’s office Public Service Management is another organization that was surveyed. The Information and Communication Officer provided us with the information. The function of the organization is management of human resource within the government civil service. The objective of the organization is to improve public service delivery. This organization started before Tanzania independence. The Headquarter is located in Dar es Salaam but the management covers human resources all over the country. The public serve management department produces a newsletter known as “New

Utumishi and Utumishi wa Umma “ which was registered in the year 2001. The objective of producing the newsletter is to inform and educate public servant and the public on the ongoing reforms in the public service. The newsletter aims at the general public and the public servants and development partners. The production includes 5,000 copies in the English language and 8,000 in Kiswahili, which make a total of 13,000 copies that are produced in each issue.

The New Utumishi newsletter is not for sale. The cost of production is included in the annual budget of the organisation. This could be one of the reasons why the circulation is not enough for all stakeholders at a time. Distribution is mainly done through mail, website physical distribution and all these are useful means for the public to get the information on time. In the exercise of preparing articles information is collected from editorial board members, government files, meetings and progress reports and the permanent secretary is the one who gives go ahead for the newsletter production. There is no advertisement in the New Utumishi Newsletter and there is no plan to include one.

### **3.6.2 Secondary data**

According to Freund and Van Raay (1975:6), Secondary data is data that is already collected or processed by others and is normally obtained from records and existing documents. Under the observation method, 30 documents of newsletters from different institutions were observed. In this method the information was sought by way of looking



at the documents without asking questions. Some of the basic issues observed included layouts, particularly on the front page and the back page. On the front page, observation was directed towards its attractiveness and what it looked like and the different headlines that attract readers. Also, the front page bears the summary of the contents, pictures that attract readers to read the newsletter. All newsletters observed have different sizes, several have a price tag, all of them have logos that represent their organizations. On the back page some of the newsletters add hints of the coming issue, which attract readers to have it, and also pictures, which relate to the objectives/mission of the newsletter. Observation helped to verify some of the data obtained through the other data collection methods.

### **3.7 Data Analysis (Newsletters)**

This was a descriptive study, which aimed at describing some basic features of newsletters. In the table below, primary data collected from organizations with newsletters are presented. The objective was to find out whether newsletters have a mission, vision, objective and even a goal. It is observed that organizations find it easy to have objectives of their newsletters. Five (83.3%) out of the six newsletters have objectives and four have no vision. However, it can be safely stated that although the newsletters have no written down mission, vision and objective they exist because they are supporting the vision, mission and objectives of the organizations.

**TABLE No 1: Important terms about Newsletters**

S/N	NAME OF ORGANIZATION	NAME OF NEWSLETTER	PRESENT FEATURES	MISSING ITEMS
01	See Gaad	See Gaad Newsletter	Mission Objective	Vision
02	Ant-Female Genital Mutilation Network (AFNET)	“Tokomeza” Newsletter	Mission and Objective	-
03	The Sustainable Tanga project (STP)	Mazingira Tanga Newsletter	-	Mission, Vision Objective
04	Presidents Office, Public Service Management	New “Utumishi” and “Utumishi wa Umma” Newsletter	Objective	Mission Vision
05	Association of Local Authorities	ALAT Newsletter	Objective	Mission
06	Education Sector Development program	Education Sector Development Program Newsletter (ED-SDP Newsletter)	Mission Objective	Vision

**Source:** Institutions with Newsletters (2004)

Registration of a newsletter makes it be recognised nationally and internationally. In this regard the researchers also wanted to check this aspect when surveying newsletters of the six institutions. Three out of the six newsletters (50%) were internationally recognised

because they had registration numbers. It is advised that newsletters be registered so that they can be exposed to the influences of globalisation and therefore be a promotional tool for the organization. Three out of the six (30%) newsletters have Editorial Boards and the rest haven't. However, all newsletters are sanctioned by the organizations concerned and therefore, even if they are lacking Editorial Boards they are guided by the management of their organizations.

**TABLE NO. 2: Registration and Editorial Boards**

<b>SER. NO.</b>	<b>NAME OF NEWSLETTER</b>	<b>REGISTRATION NUMBER</b>	<b>HAS EDITORIAL BOARD</b>
01	Mazingira Tanga	-	No
02	ED-ESDP Central Zone	ISSN 8214-7814	Yes
03	ALAT Newsletter	ISSN 0856-3705	No
04	Tokomeza Newsletter	ISSN 08782	Yes
05	New Utumishi and Utumishi wa Umma	-	Yes
06	See Gaad Newsletter	-	No

**Source:** Organizations with newsletters 2004

- (i) The table above shows that three out of the six organization newsletters surveyed, which is the same as 50% have registration numbers and the three

have no registration numbers. With regard to the Editorial Board, only three out of the six have an editorial board, which is responsible for, among other things, to give a go ahead for final printing. However, for those who have no Editorial Boards, there is a person in the organization who has the mandate of giving go ahead for final printing.

- (ii) Two of the organizations have the problem of inadequate funds and thus they produce fewer copies than the demand.
- (iii) All six organizations are collecting articles from their stakeholders as the main source. This means that most of the articles are focused on the objective of the organization.
- (iv) All the organizations surveyed are not selling their newsletters and contain no advertisements for business and have no price tags.
- (v) One organization, AFNET produces advocacy materials such as, T-Shirts, Khanga and Vitenge for fund raising. They also produce a magazine known as “SAUTI YA DODOMA” (The Voice from Dodoma) which is for sale and the money collected is used for implementing AFNET activities that include the production of TOKOMEZA.
- (vi) All the six newsletters have a logo, which shows the identity of the organization.
- (vii) The objectives of newsletters in all the six organizations surveyed reflect the functions of the organization.

### **3.8 Analysis of Secondary data**

Several scholars have discussed about data analysis. According to Kothari (1991:151) and Fink (1985:73) analysis of data from surveys involves tallying, averaging responses, and looking at their relationships. In the case of this survey, 50 completed questionnaires were collected and the answers were tallied to determine frequencies. In the case of answers for open-ended questionnaires, it involves summarizing the responses and listing them in groups of like terms to determine the number of various opinions and ideas given by the respondents. The responses were tabulated and descriptive statistics i.e. frequencies and percentages were determined. Microsoft Excel software aided the analysis of the data and facilitated the possibilities of making some graphical presentations of the information collected.

Sales of newsletters were among the data collected and analysed. The Board encountered problems in sales of the newsletter. Newsletters are normally not for sale. In the course of our research there was a challenge whether a newsletter should be sold or issued free of charge in order to give information and act as promotional material. In this connection the Editorial Board surveyed 30 newsletters, out of which only one was found with a price tag (Ref. Table 3).

**Table No. 3: Library Research on the Sale of Newsletters**

<b>NO</b>	<b>NAME OF NEWSLETTER</b>	<b>ISSUEING ORGANIZATION</b>	<b>FOR SALE? YES/NO</b>
01	African News Alliance	UNFPA	NO
02	World Neighbors in Action	World Neighbors	NO
03	Progress in Reproductive Health Research	WHO	NO
04	SAfAIDS News (South Africa HIV/AIDS Information Dissemination Services)	SAfAIDS	NO
05	Habari za UKIMWI	NACP	NO
06	Newsletter of the African Network on Ethics/Law and HIV	Africa Network	NO
07	Convocation Newsletter	Open University	YES

08	ADEA Newsletter	African Press	NO
09	Nchi Yetu	Prime Minister's Office	NO
10	Help Age	Help Age	NO
11	HAM	Ministry of Health	NO
12	Ed-SDP	Ministry of Education and Culture	NO
13	Air Tanzania	ATC	NO
14	Water Front	UNICEF	NO
15	Population Advocacy Newsletter	MCDGC/UNFPA	NO
16	School Health	UNICEF/UNESCO/ WHO	NO
17	Mazingira Tanga	Sustainable Tanga Programme (STP)	NO
18	Tanzania Social Action Fund (TASAF)	TASAF	NO
19	Association of Local Authorities of	ALAT	NO

	Tanzania (ALAT)		
20	University Computing Centre Ltd	University Computing Centre	NO
21	CED World	SNHU	NO
22	POPULI	UNFPA	NO
23	Association of African Universities (AAU) Newsletter	AAU	NO
24	Millennium Newsletter	University of Dar Es Salaam	NO
25	Oxfam News	Oxfam	NO
26	IGAD News (A Newsletter of the Intergovernmental Authority on Development)	IGAD	NO
27	Population and Development	Zanzibar Population Planning Unit (ZPPU)	NO
28	Nyota Njema	Umoja wa	NO



		Walemavu Zanzibar	
29	Zinduka	Poverty Unit of the Ministry of Finance and Economic Affairs Zanzibar	NO
30	OPEN LEARNING Through Distance Education	South African Institute for Distance Education (SAIDE)	NO

**SOURCE:** Research by the Newsletter Group December 2004.

## **CHAPTER FOUR**

### **4.0 Findings and Recommendations**

#### **4.1 Findings**

##### **4.1.1 Sale of newsletters**

The first issue to be investigated was whether the editorial board should go on selling the newsletter or not. Findings through observation and survey proved that usually, newsletters are not for sale. Through library research, a total of 30 newsletters out of the collection of newsletters at the Open University and Tanzania Library in Dar es Salaam were picked randomly to see if they had any price tag. It was found out that, out of a sample of 30 newsletters 29, same as 96.7% were not for sale and only one, same as 3.3% was printed with a price tag (Ref Table 2). The survey of six organization newsletters showed that all of them (100%) are not for sale. These results were considered to be significant enough to allow the editorial board to make a decision that newsletters are not for sale, and therefore consider not selling the CED Newsletter.

As indicated earlier in this study, newsletters are not for sale but rather they are used as promotional tools for the organization concerned. They are meant to communicate information to stakeholders of the organization. The CED Newsletter likewise is meant to communicate CED information to stakeholders of the CED programme. The following are now discussions regarding the analysis of data that were collected using the special questionnaires. The respondents answered several questions in the questionnaires of the

study. The answers to the questions were meant to respond to the objectives of the study. A random sample of 50 students (46%) had responded to the questions.

The following is now a discussion of the findings as they relate to the various objectives of the study.

#### **4.1.2 Impression that readers got from the CED Newsletter**

The first research question was intended to find out the first impression respondents got from the CED newsletter and so check if the newsletter was appealing to the respondents to a level where they would be attracted to open the pages and read it. Results in Table 2 show that 90% of the respondents felt that it was appealing and attractive. This showed that CED newsletter readers were satisfied with its appearance. The challenge was thus to maintain the standard and keep it higher.

Summary of the positive answers showed the following comments: well prepared, it is as if it is imported, it contains CED issues, and it is attractive and impressive. Another comment said that the newsletter was rich in content and was generally informative. Those who had a negative impression said it was not focused. The Editorial Board took this as a challenge to be considered in improving the newsletter.

**Table 4: First impression that readers got from the CED newsletter**

TOTAL	POSITIVE		NEGATIVE		NO ANSWER		POSITIVE	NEGATIVE
	FREQ.	%	FREQ.	%	FREQ.	%		
100%	45	90%	4	8%	1	2%	<ul style="list-style-type: none"> <li>- Well prepared</li> <li>- As if imported</li> <li>- Contains CED issues</li> <li>- Newsletter progressing with educative articles</li> <li>Attractive and impressive</li> <li>- Rich in content and informative</li> </ul>	Not focused

**SOURCE:** Research by the Newsletter Group December 2004

### 4.1.3 Relevance of Articles to CED

The relevance of the newsletter articles to Community Economic Development (CED) was checked. Table (3) shows that the result was 100% signifying that all the respondents said articles had been chosen with a focused mind. The researchers were convinced that the respondents were honest and satisfied that the CED newsletter was well focused. However, there is still room for making improvements and keeping up the standard.

**Table 5: Relevance of articles to CED**

TOTAL %	RELEVANT	NOT RELEVANT
100%	100%	0%

**SOURCE:** Research by the Newsletter Group December 2004

### 4.1.4 Reader Friendliness of the Newsletter

Results in Table (4) show answers of respondents to questions with regard to whether the newsletter was reader friendly. Questions also looked at various issues on the taste of the readers. The results revealed that colour and content ranked highest (81.8%), followed by language proficiency, article presentation and pictorial illustrations all of which scored above 70%.

However, the results also showed that the newsletter was weak in coverage of issues. This gave the researchers the signal that although positive answers were on the upper limit (54.5%) as opposed to the negative and quiet responses which together were totaling to 45.5%, it is necessary to have a wider coverage of the issues in the newsletter. (Ref. Table 4).

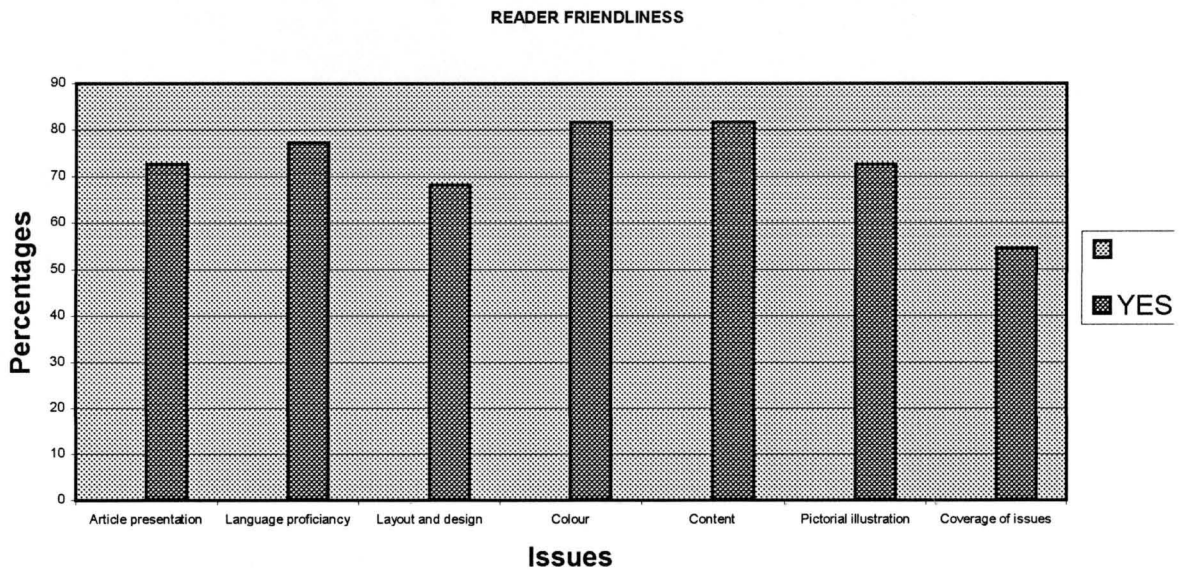
**TABLE 6: Reader friendliness of the CED Newsletter**

ISSUE	TOTAL %	YES%	NO.%	QUIET%
Article presentation	100	72.7	0	27.3
Language proficiency	100	77.3	0	22.7
Layout and design	100	68.2	0	31.8
Colour	100	81.8	0	18.2
Content	100	81.8	0	18.2
Pictorial Illustrations	100	72.7	0	27.3
Coverage of issues	100	54.5	9.1	36.4

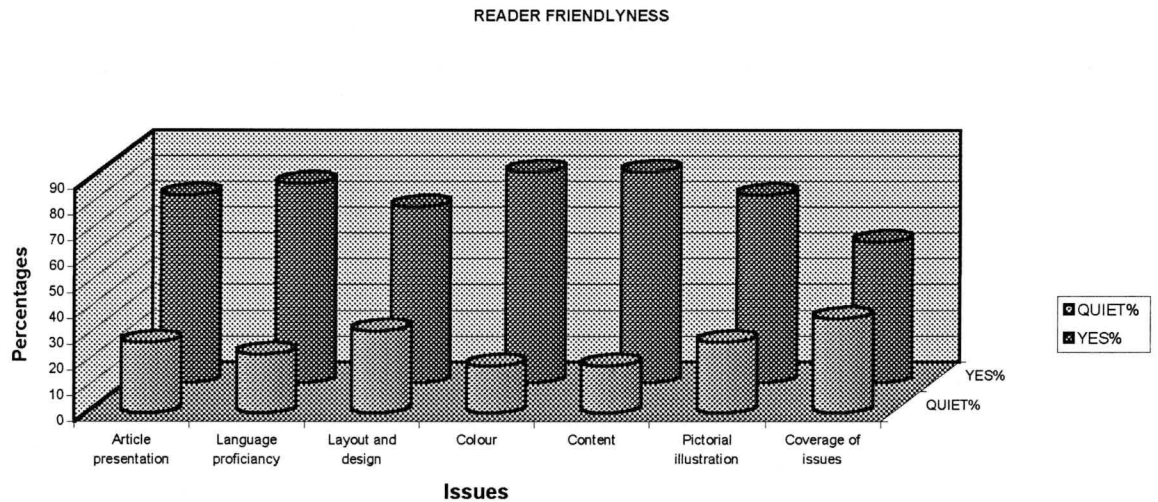
**SOURCE:** Research by the Newsletter Group December 2004

Quietness of respondents in answering questions in this table was taken with caution because they might be negative, they don't know or they don't care. However, researchers took them as negative responses; to that effect they were taken as challenges for improving our performance and making the newsletter more and more reader friendly.

The following are some graphical presentations of the results to these questions. The first graph shows responses to the issues in percentages with most of them ranking above 70%.



The second graph (below) is a presentation of the same responses but comparing positive and negative responses. Here again our coverage of issues in the newsletter is indicated to be poorest of all.



#### 4.1.5 Suggested improvements

Results in Table (5) show respondents' proposed improvements. Their answers varied widely and ranged from making a Kiswahili version of the CED newsletter to being up to date. (Ref. Table 5)

The propositions were taken positively because they were aiming at encouraging that the newsletter should reach communities more and more. This was evident through responses that required more articles on participation, community life, culture and HIV/AIDS. There were also suggestions that there should be more data about CED and that the newsletter should be translated into Kiswahili. These suggestions will be considered in the improvement of the succeeding newsletter issues.



**Table 7: Respondents' suggested improvements**

<b>PROPOSING</b>	<b>NOT PROPOSING</b>	<b>SILENT</b>	<b>PROPOSALS</b>
91%	4.5%	4.5%	<ol style="list-style-type: none"> <li>1. Increase articles on participation</li> <li>2. Balance articles between NGOs and others</li> <li>3. More on community life</li> <li>4. Make a Kiswahili version ( 60%)</li> <li>5. Produce monthly</li> <li>6. Sell it for sustainability</li> <li>7. Widen scope and coverage</li> <li>8. Enlarge size of the newsletter</li> <li>9. Be up to date</li> <li>10. Add issues on sports culture and HIV/AIDS</li> <li>11. Include data on CED</li> </ol>

**SOURCE:** Research by the Newsletter Group December 2004

#### **4.1.6 What respondents learnt from the CED newsletter**

The CED Newsletter is intended among other things to contribute to the aims and objectives of the Tanzania Development Vision 2025, which requires that the nation should be made up of a learning society. According to the vision, the society should be encouraged to learn continuously in order to upgrade and improve its capacity to respond to threats and to exploit every opportunity for its own betterment and for the improvement of its quality of life (President's Office 1999:18). However people want to learn things that are understandable. Research question number five was to check if the CED newsletter had so far succeeded in printing articles that were easy to understand and whether they were useful to the readers.

Results in table 6 show respondents' views on whether they learnt anything from the CED newsletter. 90% of the respondents felt that they had learnt a number of issues, while only 10% didn't respond to this question. Descriptions on ideas learnt are shown in table 6. The responses were encouraging and significant. However the no responses are taken as a challenge, which warrant changes for improvements.

**Table 8: Whether respondents learnt something from the CED newsletter**

<b>LEARNT SOMETHING</b>	<b>LEARNT NOTHING</b>	<b>NO RESPONSE</b>	<b>LEARNT WHAT</b>
90%	-	10%	Aid /relief work in Tanzania Information on real life Corruption and gender Poverty reduction Tool for advertising CED Openness NGO Policy Current issues on CD and practice Vision 2025

**SOURCE:** Research by the Newsletter Group December 2004

#### 4.1.7 Shortcomings in the newsletter

Results in table (7) show respondents' views on shortcomings encountered in the newsletter. 76% of the respondents agreed to have seen some shortcomings, while 24% did not see any shortcomings. Following on the previous responses results in this table reinforce the responses in the various previous responses.

More articles covering political and social issues are required to be included in the newsletter. Suggestions also required polishing of the articles, avoiding repetitions and duplication of issues, having a Kiswahili version of the newsletter and including more articles from the alumni.

**TABLE 9: Shortcomings in the newsletter**

<b>SOME SHORT COMINGS %</b>	<b>NO SHORT COMINGS %</b>	<b>SOME SHORT COMINGS NARRATIVE</b>	<b>NO SHORT COMINGS NARRATIVE</b>
76%	24%	More on political and social Issues (70%) Needs polishing Minor projects like T-Shirt. (55%) All students should appear on the portraits page Don't repeat articles	None

		Not for sale No duplication of issues More information on CED Projects (50%) Swahili version needed (75%) Articles from alumni (65%)	
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**SOURCE:** Research by the Newsletter Group December 2004

#### **4.1.8 Relevance of issues to respondents' work**

Results in table 8 show respondents' views on the relevance of issues covered in the newsletter to their work. The expectation was that people will be interested to read the Newsletter if it contains issues that may be useful in their daily work. 82% felt that the issues were relevant, while 18% were just silent. This shows that the newsletter had covered a significant amount of issues that were good and relevant to the lives of respondents.

Ellwood (1994:13) says that good and effective communication must capture interest and imagination, must address needs of the readers; and such communication will easily be attractive and useful to the stakeholders if they know the agenda of the writer or speaker. In line with these ideas, the objective of the CED newsletter in capturing the interest of

the readers has succeeded by 82% that is it has been able to communicate information that is relevant to the needs of the readers.

However, the 18% who kept silent have given researchers a benefit of doubt that will help us to make improvements that will satisfy their interests.

**Table 10: Relevance of issues covered to the work of respondents**

<b>RELEVANT</b>	<b>NOT RELEVANT</b>	<b>SILENT</b>
82%	0	18%

**SOURCE:** Research by the Newsletter Group December 2004

#### **4.1.9 Interest in contributing articles**

Results in table 9 show respondents' interest of contributing articles to the CED newsletter. All of them (100%) were found to be interested. Most probably, this shows acceptance and validity of the CED newsletter to the respondents. However, it is important to note that the contributions of articles will not come automatically. They need

to be reminded of the type of contributions and the time they are required to bring in their articles.

**Table 11: Respondents interest in contributing articles to the CED newsletter**

<b>INTERSTED TO CONTRIBUTE</b>	<b>NOT INTERESTED TO CONTRIBUTE</b>	<b>SILENT</b>
100%	-	-

**SOURCE:** Research by the Newsletter Group December 2004

#### **4.1.10 Interest in receiving CED newsletter**

Table 10 shows percentage responses of respondents' interest in receiving CED newsletters in future. All of them (100%) expressed that they had great interest in receiving the newsletter in future. The researchers consider this to be a useful discovery because it will help in compiling a mailing list of the newsletter.

**Table 12: Respondents interest in receiving CED newsletter in future**

<b>INTERESTED %</b>	<b>NOT INTERESTED %</b>	<b>SILENT %</b>
100%	0	0

**SOURCE:** Research by the Newsletter Group December 2004

#### **4.1.11 Summary of Major Findings**

Generally, this survey has revealed useful information and knowledge that can be used improving the CED Newsletter. Since a new group is going to take over the production of the newsletter, these findings will form a base on which they are going to build their succeeding issues of the CED Newsletter. The current findings can be summarized as follows:-

- (i) The Community Economic Development Newsletter is a useful tool for promoting the community economic development programme. This can be seen from the responses of our respondents to question two, which showed how relevant the newsletter is. These results showed that 100% of respondents felt the newsletter was relevant.



- (ii) The CED newsletter is good in educating people on community economic development. This was taken to be true through the responses to questions seven, eight and nine through which respondents showed that the articles were relevant to CED; they were willing to contribute articles and would like to receive issues of the newsletter even after completing their course.
  
- (iii) CED Students would like to contribute articles, and continue receiving the newsletter even after graduating. This is a good idea because the CED Newsletter is intended to facilitate networking of CED stakeholders who include alumni and the CED programme.
  
- (iv) Newsletters are normally not for sale (Refer to our Library research findings Table no.1). Research findings and consultations revealed that a newsletter is a good tool for circulating messages and quick information to the members of an organization. However, there is a need to distribute the newsletter with a subscription form instead of a price tag. With a price tag on it means that the newsletter is for sale. Subscribing means; entering one's name in a list of contributors, making or promising a contribution or engaging before it is published to take a copy or copies (Fawler 1974:1286-1287). This will be more useful and encouraging because stakeholders will contribute out of their own free will.

- (v) Our readers would like to have a Swahili version of the newsletter to cater for the interests of Community Based Organizations and the Tanzania local community.

## **4.2 Recommendations**

These recommendations are based on the results of the survey and they are meant to suggest what can be done to improve policies and activities within the newsletter production process. According to the survey findings, the researchers are recommending that the following major suggestions can probably be taken to improve the newsletter in future: -

4.2.1 The newsletter should include successful case studies and projects of CED students and those of the alumni. These will portray live examples of the successes of CED operations and thus offer good examples to stakeholders of the programme. About 65% of the respondents to question 6 indicated that there was need for inclusion of such case studies.

For this recommendation to be implemented, there is a need to have a strategy that will ensure the availability of the articles on time. We recommend that a list and whereabouts of the alumni be kept and followed closely so that it will be easy to request them to contribute articles to the CED Newsletter.

A plan for the production of the three issues of the newsletter should be made. The plan will show; issue number and the themes with possible titles for the articles. The plan will be sent out to prospective writers of articles. Special requests will be sent to the CED stakeholders comprising students, alumni and selected members of the society according to the requirements of the particular issue. Deadlines for handing in the articles should be observed and the contributors will be sent a written acknowledgement and a complementary copy of the newsletter.

4.2.2 The newsletter should have a wide coverage and a balance of articles from CBOs, Government institutions, NGOs and other similar institutions. Referring to question six, this issue scored 50%. The implementation strategy for this recommendation will require that students be requested to give reports of their projects to the Editorial Board so that articles can be developed. However, care should be taken to make sure that the sources of articles should be the intended readers who are mainly students. This considers the level at which the articles are prepared, that are higher than the ability of the people at the community level to absorb. Until it is taken down to that level, the people at the community level will get the knowledge through the experts who work with them.

4.2.3 The newsletter should portray the image of a tool for advertising the Community Economic Development Program. The newsletter publications should have

articles about the CED programme. For these articles to be authentic they will be prepared by the CED authorities. And, in order for this to be effected the CED programme should be allocated a special page, which they will fill when every production comes out.

- 4.2.4 The newsletter role of advertising the CED Programme should be supported by small projects such as printed T-Shirts, badges, caps or even pens with the CED logo. Through question six, 55% of the respondents showed this need. Money obtained through voluntary contributions from readers of the newsletter can be used to finance such small projects. It is also recommended that the course fee structure should be revised to include student contributions for the publication of the CED Newsletter and the production of promotional materials.
- 4.2.5 The coming issue of the newsletter should be improved on the pictorial presentation, layout, focus and the title. The title should be improved to read "Community Economic Development Newsletter" instead of just CED Newsletter. In-depth discussions will be conducted during the preparations of the newsletter in order to be more focussed and take into consideration the entire expert advises and viable suggestions.
- 4.2.6 There were many problems with regard to the putting together of the newsletter group for operational purposes. It is recommended that students taking the

newsletter as their project should be residing in Dar es Salaam or in the same city for ease of coming together for implementation of their responsibilities. It is strongly advised that they should be in a city where final production of the newsletter can be done. This will facilitate discussions for implementation and follow-ups on the printing companies.

4.2.7 The CED Newsletter has an international touch in the sense that the Open University of Tanzania is collaborating with Southern New Hampshire University. Therefore, it is recommended that the CED Newsletter should be put on the Website immediately after production for easy accessibility locally and internationally.

## **CHAPTER FIVE**

### **5.0 IMPLEMENTATION OF THE RECOMMENDATIONS**

Some of the findings and recommendations were implemented in Issue No. 4 of the CED Newsletter and more will be implemented in Issue No. 5 and its successors.

Nevertheless, the following recommendations will be considered for immediate changes: -

5.1.1 The outlook of the next CED Newsletter will be improved by taking on board all the possible recommendations and professional guidance. Instead of the CED Newsletter we will advocate to CED Programme to change it to “Community Economic Development Newsletter”. It will be designed in such a way that it will portray the image of the title for the newsletter.

5.1.2 Experts and experienced people in newsletter production (as discussed earlier on) suggested that the design of the newsletter should be attractive. In this regard, the design of the front page should be good enough to attract and convince readers to spare their time to go through the pages of the newsletter. Therefore, other immediate changes will involve the reduction of words on the front page and have it more illustrated.

5.1.3 The next issue will carry articles from CED students; alumni as well as from other stakeholders and all the people whose articles will be printed in the newsletter will be given complementary copies. In order to attract more articles from the alumni, the newsletter will carry an invitation to them to write and also keep in touch with the newsletter and among the alumni. The current students are invited to contribute articles that concern their projects and already some alumni have sent in their articles. We are optimistic that the student's knowledge of the newsletter will encourage them to cooperate and that this will facilitate the formation of the envisaged networking.

5.1.4 The coming newsletter issue will have a subscription form and the price tag will be removed. The synonyms for subscription are payment, contribution and donation. So far indications have shown that newsletters are not for sale, they are intended more for the promotion of the institution and the articles are therefore more focused to cater for the interests of members of the institutions. They are therefore not easy to sell.

However, although the previous issues were not easily sold many readers were willing to donate in order to cover some of the production costs. This was done without inviting subscription. While we are thinking of removing the price tag, we are proposing to slot in a subscription form so that people can promise to subscribe to it.

The strategy to be used is intended to attract people to contribute in various ways: individuals and institutions (Local and international) will be requested to contribute towards the publication of this newsletter in order to strengthen and promote the often-neglected community based development. They will also be invited to use the newsletter as a forum for advertising their activities and thus contributing through paying for their advertisements.

Donor organizations will be requested to subscribe as their contribution towards the success of the CED programme. Institutions sending in their employees for training will be requested to contribute through the fees. All these ideas will be communicated to the stakeholders through an advertisement in every issue of the CED Newsletter. Selected stakeholders will be sent letters requesting for their positive responses. Also the CED tracking corner will be maintained to track the whereabouts of the CED alumni and what they are doing after completing their training programme.

- 5.1.5 Articles to be included in the next issue will be carefully selected to make sure that they are up-to date, well written and relevant to the purposes of the CED newsletter. The strategy to be used in achieving this will be to contact the authors early and given them terms of reference. Most of the articles will be obtained



from the alumni who already know what is involved in community economic development; these will be expected to send in relevant article.

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