

# **MBEYA UNIVERSITY OF SCIENCE AND TECHNOLOGY**



## **MUST FM RADIO POLICY**

**August 2023**

## **FOREWORD**

Mbeya University of Science and Technology (MUST) is a Public Institution established through the Universities Act No. 7 of 2005 and the Mbeya University of Science and Technology Charter, 2013 with a vision to becoming the leading centre of excellence for knowledge, skills and applied education in science and technology through training, research and consultancy.

In this era of rapid technological advancements and dynamic shifts in communication, we stand at the crossroads of innovation and tradition, poised to embrace a new medium for knowledge dissemination and community engagement. It is with great pride and enthusiasm that we introduce MUST FM Radio, a platform that embodies the University's commitment to fostering learning, creativity, and meaningful connections. The University has always been a beacon of academic excellence, a place where minds converge to explore, challenge, and expand the boundaries of knowledge.

The MUST FM Radion Policy has been prepared to guide the conduct of all activities at MUST FM Radio. The policy draws from local and international sources including the Media Service Act, 2016, the Public Corporation Act, 1992, Broadcasting Act, 1993, the Cybercrimes Act of 2015, the Electronic and Postal Communications Act, Cap. 306, section 6 of the Tanzania Communications Regulatory Authority Act, Cap. 172 and the Disaster Management Act, 2015.

MUST-FM Radio seeks to implement this policy by articulating the ethical standards in pursuing and broadcasting news, setting rules that prevent conflicts of interest and establishing guidelines for actions that may reflect on the principles of transparency and accountability. Welcome to the Mbeya University of Science and Technology, welcome MUST FM Radio.

Prof. Aloys N. Mvuma

**Vice-Chancellor**

**Mbeya University of Science and Technology**

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## **List of abbreviations**

|         |   |
|---------|---|
| CSP     | Corporate Strategic Plan                                      |
| DVC-ARC | Deputy Vice-Chancellor - Academic, Research and Consultancy   |
| DVC-PFA | Deputy Vice-Chancellor - Planning, Finance and Administration |
| FM      | Frequency Modulation  |
| FPDC    | Finance, Planning and Development Committee                   |
| HoD     | Head of Department  |
| ICT     | Information and Communication Technology                      |
| M & E   | Monitoring and Evaluation                                     |
| MUST    | Mbeya University of Science and Technology                    |
| TCRA    | Tanzania Communications Regulatory Authority                  |
| VC      | Vice-Chancellor   |

## **Definition of key terms**

- (i) **Policy:** A deliberate system of principles to guide decisions and achieve rational outcomes.
- (ii) **Co-opt:** Choose or elect as a member.
- (iii) **ex-officio:** A member of a body who holds the role as a result of the status or position they hold.

## **CHAPTER ONE: MUST BACKGROUND**

### **1.1 Background Information**

Mbeya University of Science and Technology (MUST) is a result of the transformation of the Mbeya Institute of Science and Technology (MIST) through the Universities Act No. 7 (2005) and Mbeya University of Science and Technology Charter, 2013. The Universities Act requires universities to draft charters and have them approved as a condition for providing a university education. In compliance with the requirements of the Universities Act, Mbeya University of Science and Technology has been established under Part II, Article 3(1) of the Mbeya University of Science and Technology Charter (2013).

### **1.2 MUST Vision**

To become the leading centre of excellence for knowledge, skills and applied education in science and technology.

### **1.3 MUST Mission**

To develop academically, technologically, and socially competent students, staff, and other stakeholders who will be responsible for the broader needs and challenges of society.

### **1.4 MUST Core Values**

In undertaking its roles and functions, MUST will uphold the following core values:

- (i) **Leadership in Innovation and Technology** - The University is committed to advancing science and technology as an essential part of our cultural heritage. High-quality, state-of-the-art programmes and the embracing of future technologies are highly valued.
- (ii) **Cultural of Excellence** - This means striving to do things better, setting challenging goals, and continuously improving and innovating to deliver the best possible outcomes.

- (iii) **Diversity and Equal Opportunities for All** - We believe in ethical and scholarly questioning in an environment that respects the rights of all, to freely pursue knowledge.
- (iv) **Partnerships** - The University will work very closely with its stakeholders include; students and staff, industries, Government institutions, NGO's Civil Society Groups, service providers, development partners, and other learning institutions, both within and outside the country.
- (v) **Integrity and Stewardship of Resources** - MUST is committed to accountability and responsibility in all actions and adheres to the highest standards of professional ethics and individual integrity.

### **1.5 The Rationale of the Policy**

MUST-FM Radio Policy is typically established to regulate the operation, content, and management of all activities in radio. It outlines content standards to ensure that broadcasts are respectful, unbiased, and appropriate for diverse audiences that help prevent the dissemination of offensive or harmful content that could negatively impact the community. Also, include guidelines on responsible journalism, respecting privacy, avoiding conflicts of interest, upholding ethical standards ensuring that the content produced reflects positively on the university.



## **CHAPTER TWO: MUST FM RADIO POLICY**

### **2.1 Introduction**

MUST FM Radio, (104.5 FM) is a radio station licensed by the Tanzania Communications Regulatory Authority to provide commercial broadcasting services per section 13 of the Electronic and Postal Communications Act, Cap. 306 of the laws of Tanzania and section 6 of the Tanzania Communications Regulatory Authority Act, Cap. 172 of the laws of Tanzania.

The Radio station is fully owned by Mbeya University of Science and Technology and operates under the Deputy Vice Chancellor – Planning, Finance and Administration. MUST-FM Radio was established in 2018 and has lived up to its role as a radio station that promotes University’s publicity and a source for generating income to supplement the University’s budget.

MUST-FM Radio operates its activities daily throughout the year with programmes which cover a variety of issues from news, sports, current affairs show (local and international), lifestyle, entertainment, and promotion of innovation, science and technology. The extensive material for audiences is designed to reach different target groups at times best suited to their needs, age and level of maturity.

### **2.2 Vision**

To be the most trusted source of educational and entertainment programmes with content that meets the needs of communities and contributes to the core mission of the University.

### **2.3 Mission**

To act in the public interest by broadcasting high-quality programmes which are innovative, provocative and free from commercial influence.

### **2.4 Goal**

The goal of this policy is to protect the credibility of the University and MUST FM Radio news programming by ensuring among others, high standards of honesty,

integrity, impartiality and conduct of staff and relationship with the general public. This will be accomplished by articulating the ethical standards in pursuing and broadcasting news, setting rules that prevent conflicts of interest and establishing guidelines for actions that may reflect on the principles of transparency and accountability.

## **2.5 Objectives**

This Policy has been prepared to guide the conduct of all activities at the MUST FM Radio (including the office and newsroom) and adjoining facilities. Specifically, the Policy aims to achieve the following objectives: -

- (i) To promote innovations, science and technology;
- (ii) To provide a full service of local and international news;
- (iii) To deliver a wide spectrum of programmes that allow, within legal limits, expressions of opinion and opportunities to learn;
- (iv) To organize public-service educational shows such as round-table discussions, debates, etc.;
- (v) To provide the community with the opportunity to be involved in every programme aired by MUST FM Radio station, with particular attention to people with disability; and
- (vi) To support local businesses through affordable and cost-effective advertising via all platforms.

## **2.6 Philosophy**

The philosophy is to employ competent and experienced staff and other key philosophy principles that include:

- (i) **Information and Education:** The MUST FM shall prioritize the dissemination of accurate and relevant information. News segments, educational programmes, and public service announcements can contribute to the overall educational mission of the University and help listeners make informed decisions.
- (ii) **Diverse Content:** The programming should encompass a wide range of topics, formats, and genres. This diversity can include music, talk shows,

interviews, panel discussions, and more. By offering a variety of content, the station can appeal to a broader audience and provide a well-rounded listening experience.

- (iii) **Free Expression and Open Dialogue:** The MUST FM Radio should uphold the principles of free expression and open dialogue. The radio station can provide a platform for discussing controversial issues, promoting respectful debates, and showcasing a variety of perspectives.
- (iv) **Student Involvement:** Encourage active student participation in all aspects of the MUST FM Radio and University at large, including content creation, and production, or technical skills in monitoring tools and equipment. This involvement can help students with interest to develop valuable skills and gain real-world experience in the media industry.
- (v) **Ethical Standards:** The station should adhere to high ethical standards in all its content. It should avoid sensationalism, misinformation, and offensive content. Responsible journalism and a commitment to accuracy are crucial.
- (vi) **Collaboration and Partnerships:** The station should collaborate with other departments, organizations, and local media outlets. Partnerships help to enhance the quality of content, expand the station's reach, and create opportunities for cross-disciplinary projects.

## 2.7 Scope of the Radio

The policy applies to the following:

- (i) All University staff, students, volunteers, freelancers and guests of the MUST FM Radio;
- (ii) All platforms for MUST FM Radio news content, including digital content; and
- (iii) All materials provided to MUST FM Radio news by independent producers and freelance reporters.

Notwithstanding anything written herein, all staff and or volunteers of MUST FM Radio shall at all times act in strict compliance with all subsisting Rules, Regulations and/or Policies of Mbeya University of Science and Technology.

## **CHAPTER THREE: POLICY ISSUES, STATEMENTS AND STRATEGIES**

### **3.1 Introduction**

One of the major indicators of the success of MUST FM Radio is to ensure that it provides fair coverage with information that is unbiased, accurate, complete and honest. MUST-FM Radio be expected to conduct its programmes per the laws governing journalism and ensure no false, unverified, defamatory or malicious material is broadcasted. MUST FM Radio shall act with the highest professional and ethical standards.

### **3.2 Policy issue**

Political and Religious Neutrality and Independence

#### **3.2.1 Policy Statements**

MUST FM Radio shall be committed to maintaining the political and religious neutrality and editorial independence of the radio station, ensuring that our content is unbiased and free from political and religious influence.

#### **3.2.2 Policy Strategies**

MUST FM Radio shall:

- (i) Develop clear editorial guidelines that emphasize balanced reporting and prohibit political bias.
- (ii) Establish an independent editorial committee responsible for overseeing content decisions and ensuring political and religious neutrality.
- (iii) Regularly review content to ensure it aligns with the University's radio commitment to impartiality.

### **3.3 Policy issue**

Funding and Budget Allocation

#### **3.3.1 Policy Statements**

MUST FM Radio shall be supported by Mbeya University of Science and Technology and also shall be dedicated to securing sustainable funding sources

that allow the radio to operate smoothly and maintain the quality of radio programming.

### **3.3.2 Policy Strategies**

MUST FM Radio shall:

- (i) Diversify funding sources through customer advertisements, programme sponsorships, grants, and collaborations with community partners.
- (ii) Develop a long-term financial plan that outlines how funding will be allocated for programming, equipment, staff, and infrastructure maintenance.
- (iii) Advocate for a dedicated budget allocation that reflects the radio's role in education and community service.

## **3.4 Policy issue**

Content Regulation and Freedom of Expression

### **3.5.1 Policy Statements**

MUST FM Radio shall uphold freedom of expression while adhering to regulatory standards specifically TCRA, ensuring that MUST FM Radio content respects the law and provides a platform for diverse viewpoints.

### **3.5.2 Policy Strategies**

MUST FM Radio shall:

- (i) Train radio staff on media ethics, journalistic standards, and legal considerations to navigate content regulations effectively.
- (ii) Create clear content review processes that involve legal experts to identify potential legal and regulatory issues.
- (iii) Establish a mechanism for addressing complaints or concerns about content, allowing for open dialogue with the audience.

### **3.5 Policy issue**

Technology and Infrastructure

#### **3.5.1 Policy Statements**

MUST FM Radio shall prioritize technological advancements and modern infrastructure to ensure that MUST FM Radio station remains relevant and accessible to our audience.

#### **3.5.2 Policy Strategies**

MUST FM Radio shall:

- (i) Allocate resources for regular technology upgrades, equipment and computer maintenance, and studio software updates.
- (ii) Embrace digital media platforms, podcasting, and online streaming to reach a wider and more digitally connected audience.
- (iii) Invest in staff training to ensure proficiency in using new technologies effectively.

### **3.6 Policy issue**

Community Representation

#### **3.6.1 Policy Statements**

MUST FM Radio shall be dedicated to reflecting the interests and concerns of our local community while upholding our responsibility to provide accurate and informative programming.

#### **3.6.2 Policy Strategies**

MUST FM Radio shall:

- (i) Conduct regular community needs assessments and audience surveys to identify topics of interest and concern.
- (ii) Collaborate with local community organizations, institutions, and leaders to gather diverse perspectives and feedback.
- (iii) Develop community advisory boards or focus groups to provide input on programming decisions and content selection.

### **3.7 Policy Issue**

Marketing and Campaign Management

#### **3.7.1 Policy Statements**

The MUST FM Radio shall depend on its ability to market itself within the country. This needs adequate funding, marketing skills and an adequate mechanism to capture changing needs of the audiences.

The MUST FM Radio plans shall be reviewed annually and must fit into the overall CSP of the University. These plans must include the identification and segmentation of target audiences; suggestions on relevant content and messaging; and determination of the appropriate medium for the intended audience.

#### **3.7.2 Policy Strategies**

MUST FM Radio shall:

- (i) Ensure that the content of marketing is inconsistent with government policy and reflects positively and professionally on government services that are available to the public or target audience;
- (ii) Promote business opportunities at all levels;
- (iii) Ensure that the content of marketing is designed to educate or inform the public to enable them to change behaviour and improve their lives;
- (iv) Promote Swahili as the preferred marketing communication language; and
- (v) Limit advertisements to a maximum of 30 per cent of the total daily broadcasting time as indicated in the Broadcasting Act of 1993.

### **3.8 Policy issue**

Objectivity and Impartiality

#### **3.8.1 Policy Statements**

MUST FM Radio shall separate personal opinions such as an individual's religious beliefs, ethnicity or political ideology from the subjects covered. The principles of objectivity and impartiality are concerned with ensuring that news



and current affairs content is compiled, produced and presented in a manner which is and can be seen as independent, unbiased, and without prejudice.

### **3.8.2 Policy Strategies**

MUST FM Radio shall:

- (i) Broadcast news objectively and impartially and without any expression of the broadcaster's views;
- (ii) Ensure that the broadcast treatment of any proposal, being a proposal, which is of public controversy or the subject of current public debate, which is being considered by the Government, shall be reported and presented objectively and impartially;
- (iii) Encourage all news and current affairs content to be presented with due accuracy, having regard to the circumstances and the facts known at the time of preparing and broadcasting the content;
- (iv) Build the capacity of its presenters to be cautiously sensitive to the impact of their language and tone in reporting news and current affairs to avoid misunderstanding of the matters covered;
- (v) Promote a working culture that acknowledges and rectifies any significant mistake and rectified as speedily as possible, appropriately and proportionately; and
- (vi) Promote a working culture to ensure that a news presenter and/or a reporter in a news programme shall not express his or her view on matters that are either of public controversy or the subject of current public debate.

## **3.9 Policy issue**

Accuracy and Responsiveness

### **3.9.1 Policy Statements**

MUST FM Radio shall be entitled to, and make sure that the news and current affairs content propagated from the broadcast media is accurate. Accurate information enables citizens to participate more fully in a democratic society.

Accuracy is therefore a fundamental principle associated with the broadcast of news and current affairs content and should always take priority over the speed with which content can be delivered.

### **3.9.2 Policy Strategies**

MUST FM Radio shall:

- (i) Ensure that the editorial independence and integrity of news and current affairs is maintained;
- (ii) Ensure that personal views or opinions do not form a part of news coverage;
- (iii) Make clear that reporters or presenters do not use their position to express their views; and
- (iv) Ensure that members of staff have to disclose to senior management any personal interest which may potentially jeopardise their duty to report with due impartiality.

## **3.10 Policy issue**

Transparency and Accountability

### **3.10.1 Policy Statements**

The MUST FM shall ensure that best practices and procedures adopted in sourcing, compiling, producing and presenting news and current affairs are visible, open to scrutiny, robust and accessible. This is particularly the case where a decision to broadcast may impact an individual's privacy.

### **3.10.2 Policy Strategies**

MUST FM Radio shall:

- (i) Promote and protect freedom of expression;
- (ii) Broadcast or publish news or issues of national importance as the Government may direct and maintain accountability and transparency;
- (iii) Adhere to the code of ethics and conduct for public service in Tanzania;
- (iv) Respect freedom of expression and promote the free flow of information and ideas to the public;

### **3.11 Policy Issue**

Use of online communication platforms

#### **3.11.1 Policy Statements**

Digital technology has changed the way people communicate and share information. The use of social media platforms has been gaining acceptance in all spheres of government around the world. This provides an opportunity for two-way communication between government and citizens, partners and stakeholders; where the frequency and speed of engagement has increased.

Communication campaigns, however, must consider the most appropriate communication channels/methods for a particular audience. MUST FM Radio shall continue to use traditional forms of media in conjunction with new media to not exclude members of the public who for various reasons might not have access to the new technology. The use of online/new media should consider media ethics, laws and other professional guidelines.

#### **3.11.2 Policy Strategies**

MUST FM Radio shall:

- (i) Adhere to the instruction and protocols stipulated under the Cybercrimes Act 2015 and other related laws;
- (ii) Ensure that only information suitable for the public must be posted on the Radio's social media platform;
- (iii) Encourage freedom of expression through social media platforms without influencing violence or advocacy of hatred that is based on race, ethnicity, gender or religion and that constitutes incitement to cause harm;
- (iv) Ensure that all social media content must adhere to the Government's Online Content Guidelines;
- (v) Monitor and review the content posted for accuracy and adherence to consistent government messaging;

- (vi) Guide the employees to use their best judgment in posting material that is neither inappropriate nor harmful to the University's image, its employees, or customers.

## CHAPTER FOUR: POLICY COMMUNICATION AND IMPLEMENTATION

### 4.1 Introduction

This policy conveys its information and ideas related to MUST FM Radio stakeholders. The aim is to effectively and successfully implement and to make sure that MUST FM Radio stakeholders understand the objective of this policy, as it will help to ensure that the intended goals and outcomes of this policy are achieved.

### 4.2 Organization Structure

The purpose of the administrative structure is to define and delegate responsibilities, establish relationships to enable people to work and ensure effective systems and mechanisms for communications. The MUST FM Radio is under the Media Centre of which administrative structure is shown below;

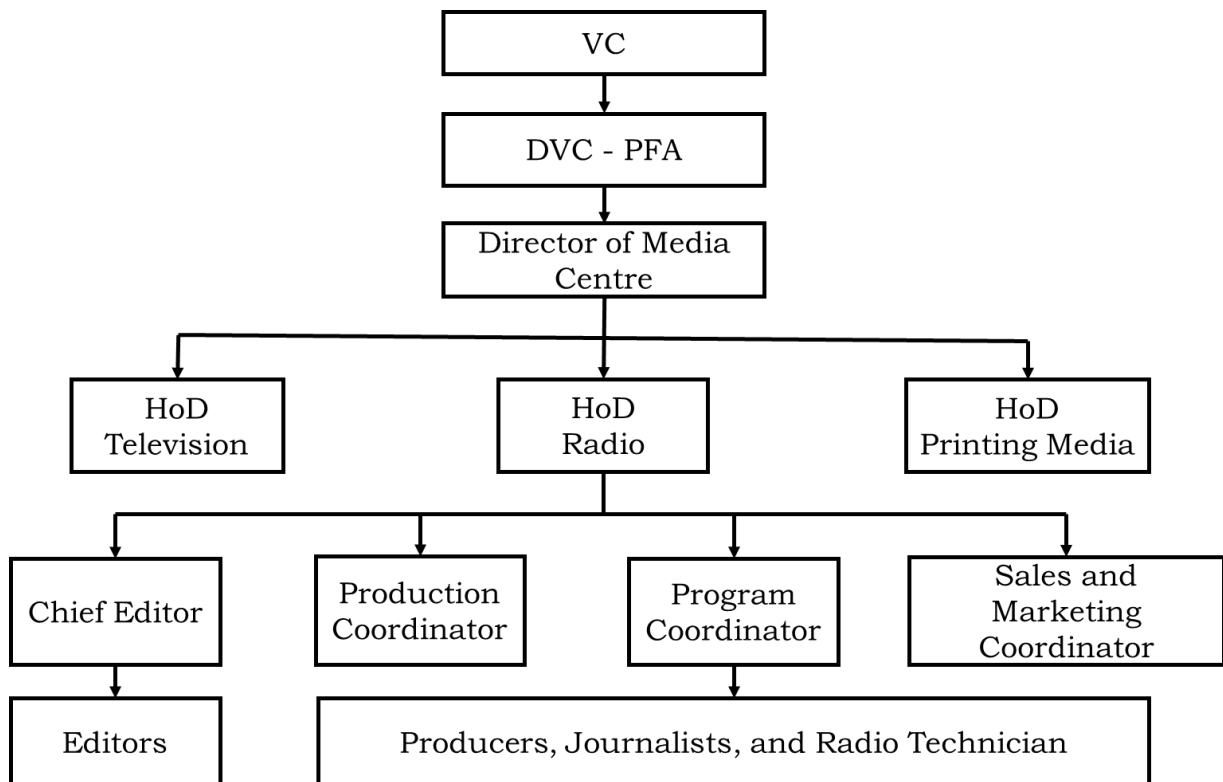


Figure 1: The Organisational Structure of MUST FM Radio

### 4.3 Governance

As introduced in Section 4.2, the implementation of the MUST FM Radio Policy is institutionalized within the organizational structure of the University. The Director of Media Centre shall oversee the implementation of the Policy. A Policy implementation plan that identifies activities to be performed, required resources, timeframe and the responsible actors shall be developed and updated regularly. Media Centre Director shall, therefore, translate the policy into implementable programmes, formulate policy guidelines and regulations, and play a leading role in its implementation. The Media Centre shall report radio matters to the FPDC for approval, and where necessary, for onward transmission to the University Council. Radio participatory organs are shown in Figure 2.

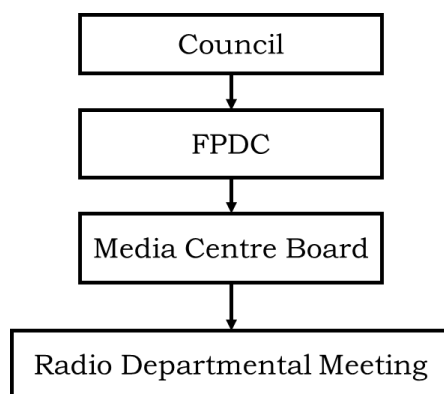


Figure 2: MUST FM Radio Organogram

### 4.4 Composition of the Media Centre Board

There shall be the Media Centre Board, which shall be the principal organ responsible for the supervision of the day-to-day activities of the Media Centre.

The Media Centre Board shall consist of the following members:

- (i) The Chairperson, who shall be DVC-PFA of Mbeya University of Science and Technology;
- (ii) Vice Chairperson, who shall be elected among the Board members;

- (iii) DVC-ARC who shall be the ex-officio member of the Board;
- (iv) Director of Media Centre who shall be the Secretary of the Board;
- (v) Director of Planning and Investment;
- (vi) Director of Finance;
- (vii) Director of Estates Management;
- (viii) Head of Legal Services Unit;
- (ix) One experienced and accredited journalist from the public or private media house;
- (x) Any other person with special knowledge and skills to provide expertise on a particular issue to be co-opted by the Board.

#### **4.4.1 Responsibilities of Media Centre Board**

Media Centre Board shall be responsible to perform the following:

- (i) Recommend to Council policies and guidelines of the Media Centre for approval;
- (ii) Approve annual plans and budget and activities of the Media Centre;
- (iii) Approve the annual progress reports of the Media Centre;
- (iv) To enforce the adopted code of ethics for editor and journalist professionals;
- (v) To uphold standards of professional conduct and promote good ethical standards and discipline among journalists; and
- (vi) Supporting the station management in fundraising activities through its networks.

#### **4.4.2 Meeting Procedures**

The following are the guidelines for the Media Centre Board meetings:

- (i) The Board shall meet at least four times every year and at such additional times as the need arises;
- (ii) At any normal meeting of the Board, half of the total number of members shall form a quorum;
- (iii) At any extraordinary meeting of the Board, two-thirds of the total number of memberships shall form a quorum;

- (iv) The Chairperson, at one time, may invite any person(s) to participate in the deliberations of specific matter(s) in the Board meeting, but these invitee(s) shall not vote; and
- (v) Minutes of each Board meeting shall be kept in proper form by the Secretary and shall be confirmed by the Board at the subsequent meeting.

#### **4.4.3 Responsibilities of Board Chairperson**

Media Centre Board Chairperson shall:

- (i) Oversee the activities of the Board;
- (ii) Promote the Media Centre activities within and outside the University; and
- (iii) Safeguard the interest of the Board and MUST at large.

#### **4.4.4 Responsibilities of Board Vice Chairperson**

Board Vice Chairperson shall:

- (i) Deputize activities of the Chairperson in his/her absence;
- (ii) Promote Radio activities within and outside the University; and;
- (iii) Safeguard the interest of the Board and MUST at large.

#### **4.4.5 Office Tenure**

Except for the ex-officio members whose tenure shall be subject to their being in the office, the tenure of all Board members shall be three (3) years, subject to the member's eligibility for re-appointment for a further term of three (3) years. The Vice Chairperson shall hold the position for a term of three (3) years renewable once.

#### **4.5 Director of Media Centre**

There shall be the Director of Media Centre who shall be appointed by the Council (according to MUST Charter 2013) from amongst MUST Staff with proven professional knowledge in media services, public administration or business administration. The ultimate responsibility for the implementation of this Policy rests with the Director of the Media Centre, who is generally



accountable for the overall efficiency and performance of activities at MUST FM Radio.

#### **4.5.1 Responsibilities of Director of Media Centre**

The Director of Media Centre shall:

- (i) Be an adviser to Vice Chancellor and DVC-PFA on all matters pertaining Media Centre;
- (ii) Be responsible to the Board for the implementation of the decisions of the Board;
- (iii) Be the Secretary of the Board;
- (iv) Oversee preparation and dissemination of promotional materials of Media Centre;
- (v) Manage the budget, personnel and property of the Board;
- (vi) Keep all records of the affairs and meetings of the Board; and
- (vii) Ensure the implementation of decisions and directives of the Board.

#### **4.5.2 Office Tenure**

The Director shall hold the position for a term of three (3) years renewable once.

#### **4.6 Head of Department MUST FM Radio**

There shall be the Head of Department of MUST FM Radio who shall be appointed by the Vice-Chancellor from amongst MUST Staff with proven professional knowledge in FM radio services, public administration or business administration. The ultimate responsibility for the implementation of this Policy rests with the Head of Department of MUST FM Radio, who is generally accountable for the overall efficiency and performance of activities at MUST FM Radio.

#### **4.6.1 Responsibilities of Head of Department of MUST FM Radio**

The Head of Department of MUST FM Radio shall:

- (i) Be an adviser to Director on all matters about MUST-FM Radio;
- (ii) Be responsible to the Director for the implementation of the decisions of the Board;

- (iii) Oversee preparation and dissemination of promotional materials of MUST FM Radio;
- (iv) Manage the budget, personnel and property of MUST FM Radio;
- (v) Keep all records of the affairs and meetings of the MUST FM Radio; and
- (vi) Ensure the implementation of decisions and directives of the Board through Director.

#### **4.6.2 Office Tenure**

The Head of the Department shall hold the position for a term of three (3) years renewable once.

#### **4.7 Programmes Coordinator**

There shall be a Programmes Coordinator of MUST FM Radio who shall be one of the MUST staff having the minimum level of Diploma with professional knowledge in media services. The Programmes Coordinator shall hold the office for a term of 3 years and may be reappointed consecutively for one more term upon satisfactory service. The Programmes Coordinator shall be answerable to the Head of the Department of MUST FM Radio.

##### **4.7.1 Responsibilities of Programmes Coordinator**

The Programmes Coordinator of MUST FM Radio shall:

- (i) Deputize those activities of the Head of MUST FM Radio in his/her absence;
- (ii) Ensure that the programme contents of the radio station attract a greater listenership and sponsorship;
- (iii) He/she will supervise a team which includes presenters, producers, broadcast journalists and content assistants.
- (iv) Be as much creative as possible with the contents of the programme to ensure the uniqueness of the radio station;
- (v) Organize and coordinate a team of presenters;
- (vi) Be the overall responsible for the On-Air and Production Studios activities;

- (vii) Keep abreast of competition and trends that may affect programming;
- (viii) Ensure station adherence to media laws and TCRA Regulations;
- (ix) Responsible for choosing presenters, competitions and shows;
- (x) Report directly to the Head of the Department over the rise and fall in audience figures after making audience research.

#### **4.8 Chief Editor**

There shall be the Chief Editor who shall be one of the MUST staff having a minimum level of Bachelor with professional knowledge in media services, public administration or business administration. The Chief Editor will be editorially in charge of all output and will ensure that high editorial standards are maintained and the programmes meet the changing needs of the audience.

##### **4.8.1 Responsibilities of Chief Editor**

The Chief Editor of MUST FM Radio shall:

- (i) Be accountable to the Programs Manager for the management and effectiveness of the radio news;
- (ii) Manage and produce news to present information with accuracy, flow, and within a time frame;
- (iii) Manage and edit content to cater to readers' requirements and provide detailed information for same;
- (iv) Collaborate with reporters, editors and photojournalists and anchors to facilitate efficient news coverage to strengthen MUST FM Radio's position in the media market;
- (v) Administer technology back-ups such as computer graphics, and editor's software;
- (vi) Assign topics, events and stories to individual writers or reporters for coverage;
- (vii) Provide editorial and creative leadership for radio staff;
- (viii) Provide authoritative editorial advice for journalists on news stories as required;

- (ix) Help direct, plan and shape radio coverage of major news events;
- (x) Develop and oversee documentary series as required; and
- (xi) Ensure output is delivered within budget and in the most cost-effective manner possible.

#### **4.9 Sales and Marketing Coordinator**

There shall be the Sales and Marketing Coordinator among MUST staff having a minimum level of Diploma in Marketing, Business Administration, Management, Communications or a related field.

##### **4.9.1 Responsibilities of the Sales and Marketing Coordinator**

The Sales and Marketing Coordinator of MUST FM Radio shall:

- (i) Develop sales proposals and make strategic recommendations to maximize revenue;
- (ii) Ensure the adverts conform to advertising regulations and are correctly scheduled for broadcast.
- (iii) Oversee that adverts are broadcasted correctly and as promised to the client;
- (iv) Identify and create unique sales properties and promotions, including contests and special advertising programmes, focusing on relevant local and national events; and
- (v) Assist in the development of the Annual marketing and promotion budget.

#### **4.10 Production Coordinator**

There shall be Production Coordinator among Radio staff having a minimum level of diploma in Marketing, Business Administration, Management, Communications or a related field.

##### **4.10.1 Responsibilities of the Production Coordinator**

Production Coordinator of MUST FM Radio shall:

- (i) Support the Sales and Marketing Coordinator in all areas associated with the development and implementation of marketing plans and budgets through creative activities;
- (ii) Manage daily aspects of creative works, including Radio brand, programme, and event initiatives;
- (iii) Ensure brand and logo consistency within MUST FM Radio and with sponsors, partners and events;
- (iv) Work with the Events, Fundraising, Business Development and Programmes departments to promote and achieve programme and event goals and objectives;
- (v) Develop concepts for advertising or promotional campaigns; and
- (vi) Prepare a storyboard or translate ideas to the creative team.

#### **4.11 Radio Presenters**

There shall be the Radio Presenters who are graduates from a reputable college or university, possessing a minimum Diploma in Broadcasting Journalism, Communication Studies, or equivalent.

##### **4.11.1 Responsibilities of Radio Presenters**

The Radio Presenters of MUST FM Radio shall: -

- (i) Read prepared scripts on radio programmes;
- (ii) Present news, music, sports, the weather, the time, and commercials;
- (iii) Interview guests and moderate panels or discussions on their programmes;
- (iv) Announce station programming information, such as programme schedules and station break for commercials, or public service information;
- (v) Research topics for comment and discussion during shows; and
- (vi) Make promotional appearances at public or private events.

#### **4.12 Radio Technician**

There shall be the Radio Technician who is a graduate of a reputable college or university, holding a Diploma in Electronics or Electrical Engineering and have considerable experience in broadcast radio and television operations including supervisory experience as a chief technician; or any equivalent combination of training and experience.

##### **4.12.1 Responsibilities of Radio Technician**

The Radio Technician of MUST FM Radio shall:

- (i) Be accountable to the Head of the department for the management and effectiveness of the radio operations;
- (ii) Maintain all the broadcast and office equipment;
- (iii) Inspect equipment and conduct performance checks to insure proper operation and conformity with TCRA regulations;
- (iv) Monitor signal fidelity;
- (v) Install/supervise the installation, maintenance, repair, and operation of equipment utilized by MUST FM Radio;
- (vi) Initiate orders for new equipment or repair and replacement of equipment; and
- (vii) Perform other related works as directed by the Head of the department.

## **CHAPTER FIVE: IMPLEMENTATION MONITORING AND EVALUATION**

### **5.1 Introduction**

The provisions of this Policy shall become operational upon being approved by the University Council and shall remain valid until repealed by the same authority. The Management of MUST FM Radio shall oversee the formulation of operational manuals, Monitoring and Evaluation tools, guidelines and regulations to guide the process of ensuring that MUST FM Radio abides to set standards. The Media Centre Board, on the other hand, shall execute the task of proving leadership in the process, determining the progress being made and providing advice on improvements needed.

### **5.2 Periodical evaluation of policy**

The attainment of the vision stipulated in this policy shall depend on a well-defined periodical evaluation and monitoring mechanism. The Head of MUST-FM Radio shall be responsible for overseeing the implementation of the policy by assessing issues stipulated in this policy.

### **5.3 Evaluation Report**

The annual reports shall be prepared and evaluated by the Media Centre Board. Effective Monitoring and Evaluation (M&E) mechanism is important for the successful implementation of MUST FM Radio Policy through assessing the achievements of strategies and objectives. The Director of MUST FM Radio and other relevant stakeholders through the developed performance indicators shall monitor and evaluate its implementation annually.

### **5.4 Corporate support funds solicitation**

The funds obtained from personal initiatives of the solicitation will 100% go to the University. But to increase motivation, the University will provide honoraria to the solicitor(s) with the incentive as per his/her contribution to Radio achievements.

## **5.5 Policy review and amendments**

The Policy provisions provided in this document are subject to reviews and alterations, as conditions and circumstances may dictate and when this happens. The entire document will be reviewed after every 3 years.



## **APPROVAL**

At its 38<sup>th</sup> Meeting held on 29<sup>th</sup> day of August 2023, the Mbeya University of Science and Technology Council RECEIVED, DISCUSSED and APPROVED the MUST FM Radio Policy.

Hon. Zakia Hamdani Meghji

**MUST COUNCIL CHAIRPERSON**

Prof. Aloys N. Mvuma

**MUST VICE CHANCELLOR**