



Development of BURS Communication strategy

Communications Best practice

By Ms Mable Bolele
Botswana

Presentation outline

1. Background
2. Communication strategy objectives
3. Communication process
 1. Internal and external stakeholders segmentation
 2. Key messages formulation
 3. Channels of communication recommended
4. Identification of gaps - communications audit
5. Communication tools used
6. Monitoring and evaluation matrix

Background

- ❑ BURS has recently, developed and started implementing the communication strategy in order to get the team and external stakeholders connected, engaged and motivated.
- ❑ We all know that - how we communicate a message is as important as the message itself. We have just launched the 5 year strategic Plan coupled with the need to create a new corporate culture
- ❑ Therefore, it has become essential to focus not just on what we are communicating but also on how we communicate it.

Internal stakeholders segmentation

- 1) Communications and customer Education Units
- 2) Transformation & Modernisation
- 3) Research & Reporting
- 4) Enterprise Risk Management
- 5) Domestic Taxes
- 6) Customs Services
- 7) Regional operations
- 8) Large Taxpayer Unit (LTU)
- 9) Processing Centre Investigations,
- 10) Compliance & Enforcement
- 11) Finance & Administration High-Level Overview
- 12) Finance
- 13) Administration
- 14) Administration - Information Management
- 15) Administration - Procurement
- 16) Human Resources
- 17) Human Resources - HR Business Partners
- 18) Legal Services
- 19) Information Technology
- 20) Internal Audit & Ethics
- 21) EXCO and Board members

Internal stakeholders: theme messages and channels

Key messages

Channels identified

- 1) Awareness creation on the functions Of BURS divisions is undertaken, to ensure that employees understand synergies between divisions
- 2) Implementation of strategy, policies and best practices on “people excellence” and organisational effectiveness are given high priority in BURS.
- 3) Review and improvement of internal consultative processes are being undertaken to enable management responsiveness to staff needs
- 4) TEAM (Together Everyone Achieves More) and accountability for results are the hallmark of a BURS employee

Medium

- 1) Internal meetings (Board, management & staff scheduled meetings);
- 2) Team building retreats/strategy review retreats;
- 3) In-house events party/open days/ sports & health day/commemorations etc.);
- 4) In-house newsletters, email intranet,
- 5) Workshops, Focus Groups; seminars.
- 6) Staff meetings (departmental & organisation-wide)

External stakeholders segmentation

- 1) Large taxpayers
- 2) Medium scale business
- 3) Individual Taxpayers
- 4) Business & Labour associations/unions; Research & tertiary institutions;
- 5) Leadership category in all external stakeholder' groups
- 6) Ministry of finance and Economic development - major stakeholder
- 7) Political Decisiomakers - (Parliamentarians, Ministers, councilors)
- 8) Media - through media training workshops and press conference
- 9) Schools & educational institutions - working on curriculum
- 10) n Small-scale & Micro enterprises;
- 11) Trusts, NGOs & CBOs
- 12) **Customs clearing agents**
- 13) **Tax consultants**
- 14) **General public**

External stakeholders segmentation

Key messages

Channels identified

- ❖ BURS is a major reliable partner working with business to grow the economy and create jobs;
- ❖ BURS efficient border control ensures fair trade and protection against illegal trading;
- ❖ BURS Online services are the most efficient and customer friendly way of filing returns and paying taxes;
- ❖ Timely voluntary payment of taxes is crucial to the country's economic development.
- ❖ Taxpayers are provided with free tax advice and information;
- ❖ BURS conduct free taxpayer education workshops.
- ❖ Adherence to voluntary tax compliance is not only a legal obligation but an act of moral responsibility;
- ❖ Paying tax means sending more children to school, building more hospitals and creating more jobs
- ❖ Taxpayers are valued clients and reliable partners to BURS;
- ❖ BURS brand symbolise integrity, efficiency and value to customers;

Medium

- 1) Workshops, Focus Groups; seminars, & conferences; open days, fairs, Kgotla meetings & exhibitions.
- 2) Print, electronic & digital media;
- 3) Tax pitso (summit)
- 4) Promotional advertising;
- 5) Education sessions, face to face and group meetings
- 6) Road shows, open days, fairs & exhibitions.
- 7) Edutainment (comedy and cartoons) School clubs, School contests, School Curriculum, Public Lectures
- 8) Traveller's guide leaflet and SMS notifications / alerts and e-mail

Gaps identified in preparing for strategy development

- Need to address negative public perceptions of BURS
- Need to communicate more on customs issues
- The need to leverage BURS digital infrastructure for effective and efficient communication with both external and internal stakeholders Need to improve BURS visibility
- Need to realign BURS communications and customer relations functions to ensure synergy and consistency of messages and brand image
- Lack of monitoring and evaluation of communication activities to assess impact and generate information to guide future interventions;

Monitoring and evaluation

- 1) **Core activity**
- 2) **Outputs** Development of discussion paper on modalities for building and enhancing partnerships with stakeholders
- 3) **Indicators** Development of a budget
- 4) **Baseline / BEFORE PROJECT START**
- 5) **Data sources**
- 6) **Verification**
- 7) **Outcomes**
- 8) **M&E FREQUENCY**

Samples of communication tools used- attached

- ▶ Electronic and print media
- ▶ Comedians
- ▶ Cartons
- ▶ Public notices
- ▶ Website and intranet
 - ▶ Chat room/board
 - ▶ Development of MTax app
- ▶ Social media
 - ▶ Facebook
 - ▶ Twitter
 - ▶ Instagram