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Implementation Strategy for the
National Five-Year Development Plan 2016/17 – 2020/21
VOLUME IV

COMMUNICATION STRATEGY

MINISTRY OF FINANCE AND PLANNING

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COMMUNICATION STRATEGY

ABBREVIATIONS AND ACRONYMS

ACSM	Advocacy, Communication and Social Mobilization
CBOs	Community Based Organizations
CS	Communication Strategy
CSOs	Civil Society Organizations
C2C	Cotton to Clothes
EAC	East Africa Community
IEC	Information, Education and Communication
EPZ	Export Processing Zone
EPZA	Export Processing Zone Authority
FM	Frequency Modulation
FYDP I	First Five Year Development Plan
FYDP II	Second Five Year Development Plan
LGA	Local Government Authorities
MALF	Ministry of Agriculture, Livestock and Fisheries
MKUKUTA II	Second National Strategy for Growth and Poverty Reduction
MDAs	Ministries, Departments and Agencies
MITI	Ministry of Industry, Trade and Investment
MoFP	Ministry of Finance and Planning
MoLHSD	Ministry of Lands and Human Settlement Development
NGOs	Non-Governmental Organizations
PO-RALG	President's Office, Regional Administration and Local Governments
RSs	Regional Secretariats
SEZ	Special Economic Zone
TCRA	Tanzania Communications Regulatory Authority
TDV	Tanzania Development Vision
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

The Government of Tanzania developed the Five Year Development Plan (FYDP II) (2016/17 – 2020/21) with the focus on growth and transformation and poverty reduction as part of the implementation of the Tanzania's Development Vision (TDV) 2025. The objective is to transform the country into a middle income and semi-industrialized nation by 2025. The theme for the FYDP II is "Nurturing Industrialization for Economic Transformation and Human Development". Through the Plan, the government seeks to entice and attract private sector investment in building an industrial nation by investing in value addition industrial activities.

The preparation of the FYDP II was based on amongst others the review of the implementation of the TDV 2025 and FYDP I which revealed a number of challenges which contributed to inefficiency. Among them was non-active communication instruments initiated to create awareness and feedback mechanism during the implementation of the plans. This challenge necessitated the need for the Government to develop a comprehensive Communication Strategy to create awareness of the FYDP II and ensure that stakeholders know their roles as part of enhancing efficiency. The CS is therefore fundamental aspect of effective implementation and delivery of the FYDP II key messages to the target audiences and getting feedback. Consequently, the Strategy helps to ensure FYDP II priority areas are clearly articulated, communicated and understood by stakeholders.

The main objective of the FYDP II - CS is to share "**Call to Action**" messages to all its audience on the smooth implementation of the Plan. With this approach, the audiences are not just reached for the sake of knowing the Plan but respond to the messages and actively participate in the implementation of the Plan. This will be done through implementation Campaign for economic transformation, Advocacy, Com-

munication and Social Mobilization approaches which aim at effective participation of the stakeholders.

The CS will be implemented at different levels and by different groups of stakeholders from the Central Government, RSs, LGAs and the private sector. The choice and focus of specific communication activities and groups will therefore depend on the context and time of the event.

The CS as one of the four components of the Implementation Strategy for the National Five Year Development Plan (2016/17 - 2020/21) is an integral part of the strategy which has to be implemented effectively to realize the objective of the Plan. The effective implementation of FYDP II Communication Strategy requires commitment in terms of planning, allocation and financing activities indicated in the implementation matrix. Having in place the required human resource is another important ingredient for the successful implementation of this strategy. This will include amongst others capacity building programmes particularly for communication officers, community development officers, planning officers and executive officers from the MDAs and LGAs.

During the implementation of the strategy, monitoring and evaluation will be done regularly. This is intended to ensure that stakeholders participate effectively in the implementation of the Plan. The coordination and supervision will be under the Ministry of Finance and Planning.

1 CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1.   Introduction

This chapter highlights the review of the historical background of the planning process in Tanzania, Development Vision and the First Five Year Development Plan implementation which revealed communication gaps as one of the main challenge. This chapter also covers the objective and rationale of developing the Communication Strategy.

1.2.   Country Development Plans

The Government of Tanzania in 1999 developed the Tanzania Development Vision 2025 under the auspices of the Planning Commission. The TDV envisioned that by 2025, Tanzania will have been transformed and graduated to a middle-income country status. The Vision describes Tanzania of 2025 as a nation imbued with five main attributes. These are: high quality livelihood; peace stability and unity; good governance; a well-educated and learning society and; a competitive economy capable of producing sustainable growth and shared benefits.

In 2011 the government reverted to long and medium term planning in a bid to accelerate attainment of TDV 2025 goal. In this regard, the government formulated the Long Term Perspective Plan (2011/12 – 2025/26) which is sequenced in three phases to ensure that national resources are organized in a way that facilitate the realization of TDV 2025's targets. Each of the three plans/phases has a specific theme to underline thrust and priority interventions. While the FYDP I (2011/12 – 2015/16) had the theme of "Unleashing Tanzania's Latent Growth Potentials", FYDP II (2016/17 – 2020/21) theme centers on "Nurturing Industrialization for Economic Transformation and Human Development".

The FYDP II has merged MKUKUTA II framework which resulted into economic transformation and human development. Through this Plan, the government seeks to entice and attract the private sector investment flows in various productive economic activities.

1.3.　　Review of the Previous Plans

Implementation review of both the TDV 2025 and FYDP I revealed communication gaps amongst stakeholders. Despite well-articulated goals and objectives of the Plans no instruments were instituted to create awareness of the plans and the feedback mechanism which could help improve the implementation. The review recommended that all stakeholders should be involved in creating awareness (through media campaigns, Information and Planning Officers engagement, technical working groups and Tanzania Editors Forum engagement) and spearheading efforts and inculcating the sense of commitment towards achieving the vision goals.

The experience from other countries such as Malaysia and Rwanda indicate that communication strategies for their Development Visions exist. The strategies are well publicized and at all levels. It has also been found that awareness of the plan to a great extent contributed to increased implementation efficiency. It has also been acknowledged that programmes and projects succeed when they are well understood and supported by stakeholders.

The experience from successful countries and challenges of inadequate implementation which was highlighted during the review of the previous Development Plans raised a need of developing a Communication Strategy for the FYDP II. The Communication Strategy will be fundamental to effective implementation and delivery of the FYDP II key messages to the target audiences. Consequently, it will ensure that FYDP II, purpose and key areas are clearly articulated, communicated and being understood by different stakeholders.

Being the guiding tool on implementation of the FYDP II in terms of communication, the CS indicates WHO and HOW the messages about the Plan will be communicated to MDA's, LGA's and private sector/ stakeholders for timely and effective implementation within time frame of five years.

1.4. Objective of FYDP II Communication Strategy (FYDP II - CS)

The overall objective of FYDP II CS is sharing "**Call to Action**" message for the smooth implementation of FYDP II by all stakeholders (MDAs, RS, LGAs, DPSs, media, Private Sector, CSOs, NGOs and the general public). The audience is reached for the sake of knowing the Plan, re-spond to messages and actively participate in implementing the Plan.

More specifically, FYDP II Communication Strategy aims at;
  i. Raising awareness on FYDP II by disseminating key informa-tion; getting feedback from stakeholders on modalities and status of implementation;
  ii. Creating a platform for policy advocacy through the use of evi-dence based information for decision making;
  iii. Enhancing implementation effectiveness of FYDP II by publiciz-ing priority areas;
  iv. Establishing communication channel; and
  v. Mobilizing participation of stakeholders through clear articula-tion of their responsibilities and setting a communication chan-nel.

1.5. Rationale of the Communication Strategy

Apart from the obvious gap indicated in the review of the Plan and the Vision (not having Communication Strategy and thus contributing to in-effective implementation), there are other reasons justifying the need for CS as one of the main components of the implementation strategy. Below are some of those reasons:
  i. **Seeking for stakeholders' participation**
     It is acknowledged that programs and projects succeed when

they are well understood and supported by stakeholders. Thus, a best means of getting the required support from all stakeholders and ensuring effective coordination requires CS.

ii. **A tool for Symmetry communication**

Based on the Voice of the People report on MKUKUTA II implementation, emphasis was indicated on the importance of developing a strategy which gives an even means of getting information from the government to the Stakeholders and vice – versa.

iii. **Un-harmonious Dissemination Channels**

Dissemination was taking place at national level while re-packaging of information for various audiences and promotional analysis, interpretation and use were depending on Communities and Individuals.

iv. **Deployment of Ad-hoc Communication**

Unlike MKUKUTA II, the previous FYDP I communication activities were done on occasions for a particular purpose only i.e. press conferences, seminars, and through national events (Saba Saba, Nane Nane, Public Service week). All these forums accounts for only below the line (formal) approach. To have more formal approach and increase coverage, there was a need for CS which will involve both horizontal and vertical approaches.

1.6. Structure of the Document

The Communication Strategy is organized in four chapters. Chapter one highlights the historical background of the planning process in Tanzania, review of TDV 2025 and FYDP I, objective of the Communication Strategy and rationale. Chapter two outlines situation analysis, approach and target audience, chapter three covers the main aspects of the Communication Strategy, communication channels, tools and tactics while Chapter four explains about implementation, monitoring and evaluation framework as well as financing of the CS.

SITUATION ANALYSIS

2.1. Introduction

This chapter covers situation analysis highlighting strengths, weakness, opportunities, and threat (SWOT) of the Communication Strategy. The chapter also points out approach used to develop CS and define the target audience.

In order to develop the strategy and ensure that it fully supports the realization of the Five Year Development Plan II (2016/17 – 2020/21), a candid assessment through desk review was carried out to establish the public awareness around four priority areas of the Plan, namely, (i) growth and industrialization for economic transformation, (ii) human development, (iii) enabling environment for enterprise development and (iv) implementation effectiveness.

The purpose behind this assessment was to establish needful actions to be undertaken in fostering and hastening public awareness and mobilizing support around effective implementation of the Plan.

2.2. Approach

While developing the Strategy, assessment was done involving review of the available literatures, reports and documents from previous plans and similar strategies in other countries. The review supported the notion that the CS will be used to support communication on the roles of stakeholders and reporting progress on the implementation of FYDP II planned activities and resulting impacts.

During the review the following specific objectives and outputs were use to guide the thinking.
  i.   Creating public awareness, mobilizing and rallying resources for the realization of the Plan objectives and targets;

ii. Developing communication tools;

iii. Changing towards supportive policies and increase on investment incentives is achieved, and;

iv. Identifying and developing indicators and measurable targets to assess effectiveness of the Communication Strategy.

2.3. SWOT ANALYSIS

The FYDP II CS has been prepared based on the SWOT analysis in order to capitalize on the strength and utilize opportunities while minimizing weakness and threats. The identification of the audience was done based on their direct and indirect role in the execution of the Development Plan. The methodology and approach to reach them will depend on their communication needs, the required interventions and expectations as stipulated in the implementation matrix.

Table 2.1: SWOT Analysis

STRENGTH	OPPORTUNITIES
• General political goodwill by government leaders. • Existence of broad expertise, infrastructure and network of communication. • Existence of communication experts, both in public and private sectors. • Willingness of the public on the inclusive areas and development projects cited in the FYDP II. • Growing positive perceptions by investors, financiers and development partners for Tanzania as destination of their choice. • Existence of knowledge and experience of communication strategies from other plan within and outside Tanzania. • Existence of good relationship between government and media houses	• Diverse presence of the communication channels- social media, FM stations, community radios, TVs stations, Print and tradition means. • Good social-economic cooperation with other countries. • Ability of the PC to work closely with research institutions. • Existence of political will. • Increased Public-Private Participation in communication service provision. • Tanzania's rural electrification program and the laying of fiber optic cable. • Existence of EAC industrial strategy. • Existence of formal and informal forums that can be strengthened and improved to enhance communication.

WEAKNESSES	THREATS
• Lack of coherent and robust communication strategy to steer up development plans and strategies. • Lack of requisite framework to ensure consistence of consensus in development priorities and enforced chain of command. • Institutional and personal interests sometimes prevails the national interests rendering fragmented messages to the public on national development priorities. • Untimely information sharing to the community and citizenry. • Limited follow-up and execution of communication priorities and activities by government communication units due inadequate finance and lack of innovative mind sets. • Parts of the country being not connected to major sources and channels of information. • Lack of synergy for proper communication among stakeholders • Limited public knowledge on government planning initiatives	• Communication activities continue to be seen as costs rather than a tool to enhance delivery. • Weak regulatory frameworks which supports FYDP II. • Weak or inconsistent branding and messaging due to financial resources. • Limited cooperation from government and its agencies to FYDP II stakeholders. • Non-existence of National Communication Strategy. • Communication is seen to be additional or sideline mandate of government and hence lacks robust budget allocation • Limited cooperation from private sector with regards to investment due to unclear communication. • Low intake of ICT within the government

2.4. Target Audience

The Communication Strategy aims at sharing of information in two main broad categories. The first is to the general public and the other one is to all stakeholders. The message that will be channeled to the first category will be generic while the specific messages will be to all stakeholders with regard to specific areas of focus

Table 2.2: AUDIENCE ASSESMENT NEEDS

Target Adience/ Stakeholders	Information Needs	Expectations of the target Audience	CS Intervention	Expectation
The Public/Citizen	• Limited awareness of the FYDP II.	• Easy access to information on Government plans and program and authentic at all levels.	• Packaging information for dissemination through various outlets.	• Public participation in the implementation of the FYDP II key areas • Take the opportunities associated with implementation of FYDP II
Private Sector	• Poor perception of the government. • Limited knowledge of FYDP II content. • Limited knowledge on investment opportunities.	• Provision of timely information for decision making. • Simplified and annotated target projects on FYDP II. • Briefs of the investment opportunities and areas.	• Simplified messages on government readiness to support investors. • Creative messages informing on the target projects on FYDP II. • Information on which government agency(s) can help on investment opportunities.	• Timely projects execution and feedback. • Private partners in the implementation of FYDP II • Rally resources towards implementation of the FYDP II key areas

Target Adience/ Stakeholders	Information Needs	Expectations of the target Audience	CS Intervention	Expectation
Government Ministries, Departments and Agencies.	• Integration of FYDP II into sector SPs. • Institutional framework to avoid misunderstandings on the plan's objectives.	• Regular collection, analysis and reporting on FYDP II projects progress. • Regular and up to date dissemination of information to all stakeholders.	• A w a r e n e s s and Sensitization through below the line approach i.e. inter-ministerial discussions, seminars workshops and trainings.	• Response to all stakeholders concerns on the execution of FYDP II. • Fast track the initiation of investment processing
Development Partners	• Equitable and accountable Utilization of Funds. • Consistent development policies.	• Good governance • Involvement of stakeholders in the implementation of FYDP II • Accountability on resource utilization. • Adherence on the project	• Crafting messages that will entice participation of development partners and give the incentives to areas of their engagement in FYDP II execution.	• Financial and technical support • Regular sharing of information on the FYDP II implementation.

Target Adience/ Stakeholders	Information Needs	Expectations of the target Audience	CS Intervention	Expectation
Local Partners (P o l i t i c i a n s, NGOs, CSOs).	• Minimal awareness of the FYDP II key areas. • Putting national interest a paramount factor the individual ones.	• Clear messages on the FYDP II four priority areas. • Clear outlined FYDP II interventions.	• Clear analyzed and communicated data to the public showing the opportunities, their roles and benefits as well as available government support to locals • Identification of key influencers to hoot on FYDP II implementation.	• Align their development programmes in respect to the FYDP II implementation • Popularize the FYDP II to the community • Exhibit the FYDP II priority areas to their development allies
Media	• Limited knowledge and understanding of FYDP II. • Limited access to the information to be used for media consumption.	• Easy access to information on FYDP II, based on execution, reporting and implementation of the chosen projects. • Regular press briefing	• Regular and timely media briefing on the execution of FYDP II. • Conducting media (Journalists and Editors) workshops enlightenment on FYDP II.	• Accurate reporting of the FYDP II four priority areas. • Generate high level involvement of the public to FYDP II execution process.

Target Adience/ Stakeholders	Information Needs	Expectations of the target Audience	CS Intervention	Expectation
Academic and Research Institutions	• Limited access to the FYDP II information • Minimal awareness and understanding of the FYDP II priority areas	• Easy access to FYDP II information • Clearly understand the priority areas of the FYDP II	• Clear analyzed and communicated data • Expose the FYDP II materials to cater for their academic and research needs	• Infuse development information to the audience reach • Analyse and critic the progress/approaches of the FYDP II implementation • Feedback on their analysis of FYDP II implementation
Politicians	• Minimal awareness of the FYDP II key areas. • Putting national interest a paramount factor the individual ones.	• Clear messages on the FYDP II four priority areas. • Clear outlined FYDP II interventions.	• Clear analyzed and communicated data to the public showing the opportunities, their roles and benefits as well as available government support to locals • Identification of key influencers to hoot on FYDP II implementation.	• Popularize FYDP II priority areas in their constituencies and political parties • Communicate to their development allies on FYDP II priority areas

CHAPTER THREE

COMMUNICATION STRATEGY

3.1. Introduction

The chapter include approaches that will be used while implementing the Communication Strategy. The chapter also indicate the media and channels to be used, target groups and the type of messages required to raise awareness to all stakeholders.

3.2. Communication Approach

The CS is aligned to the objectives of the Five Year Development Plan FYDP II (2016/17-2020/21) and supports their achievement through **Advocacy, Communication** and **Social Mobilization (ACSM) model**. The following approach will be used to achieve the objectives.

i. **Advocacy**

Advocacy denotes activities designed to place **FYDP II** implementation high on the political and development agenda, foster political will, increase financial and other resources on a sustainable basis, and hold authorities accountable to ensure that pledges are fulfilled and results achieved.

This approach is aimed at getting all FYDP II stakeholders to be engaged. This will be an arm for securing leadership and commitment of stakeholders at all levels, and to strengthen the multi-sectoral response for FYDP II implementation.

ii. **Development Communication**

This is the main component of CS. The CS will create awareness of the FYDP II while addressing barriers to change attitudes and practices identified in the situation analysis. The strategy defines the approaches that have been used to reach the targeted audience and ensure effective participation of all stakeholders in the Plan.

iii. Social mobilization

Social mobilization is the process of bringing together all feasible and practical inter-sectoral allies to raise awareness on particular issue, to assist in the delivery of resources and services and to strengthen community participation for sustainability and self-reliance (10). "Allies" include decision and policy makers, opinion leaders, non-governmental organizations (NGOs) such as professional and religious groups, the media, the private sector, communities and individuals.

Social mobilization is a development communication technique, which allows program to engage communities in discussions and activities to reinforce their support and involvement in planning and implementing better development initiatives. It is defined as "the process through which community members, groups or organizations plan, carry out, and evaluate activities on a participatory and sustained basis to improve their status and other conditions, either on their own initiative or stimulated by others" (USAID/ACCESS, 200719).

This approach will be used to ensure that both the public and private sector initiatives and participation in FYDP II implementation are in rapport. The main reason to use this approach is to gain society support towards implementation of the FYDP II.

3.3. Goal and anticipated outcomes

The required outcomes of the CS is to make FYDP II known to all stakeholders by understanding their obligations and creating a feedback mechanism during the whole period of implementation. The effective implementation of the CS is expected to lead to all stakeholders have adequate knowledge, right attitude and behavior on their role to facilitate the attainment of the Tanzania Development Vision 2025 objective of becoming a middle income country.

3.4. Strategic Approach

The ACSM model has been used for social transformation. Its three components – advocacy, communication and social mobilization link to bring desired new behavioral outcomes to individuals and the nation at large as necessary aspect for commitment and transformation.

Table 3.1: Strategic Approach Analysis

Technique	The desired Initiative
Advocacy	• Government and partners of the FYDP II get acquainted with all priority areas. • Government and partners ensure adequate and consistent supply of resources for implementation of the priority areas. • Government develops or review policies supportive to priority areas
Communication	• Stakeholders with investment interests on the key priority areas are given prompt and appropriate information on the sectors they're interested in.
Social Mobilization	• The public to work with the government and partners to ensure the attainment of the FYDP II. • The public to take responsibility to ensure appropriate discharge of duties within their value chain.

3.5. Communication Channels, Tools and Tactics

The key messages will be delivered strategically, as indicated in the implementation matrix, to ensure that all the target audiences are reached effectively in order to achieve the communication objectives. In selecting the communication methods and tools that will be employed in this strategy, lessons and evidence from development communication promotion activities on what works best have been considered. Key messages in this strategy will be delivered in the most effective and mutually reinforcing manner through a multiplicity of channels known to have significant impact on attitude/mind set change.

Information, Education and Communication (IEC) activities will be used to improve the flow of information on FYDP II implementation to key target audiences, raise awareness and knowledge on the priority aspects as developed for general and specific group.

3.6. Mass Media – National/Regional Radio, Newspapers and Television

The MoFP and partners will capitalize on well-established media in Tanzania to disseminate key messages targeting all audiences identified in the situation analysis chapter. The message format will vary to suit different groups, as indicated in the audience needs assessment, but will include TV and radio spots, advertising, news coverage, special program productions, interactive talk-shows and guest/ expert appearances in call-in program and media campaign.

    i.   Radio

Tanzania as in other parts of Africa, radio is the most frequently cited source of information for many and presents the most efficient way to reach millions at once. The MoFP will take advantage of the radio established popularity in Tanzania and work with selected stations to disseminate information on FYDP II. The number of radio stations has grown steadily over the last few years, targeting different groups of audiences. Through this decentralized media status in Tanzania, the MoFP will take advantage of the national (Mainstream Media) and regional stations (Community Radio through engagement of Government Communication Officers) to reach various group of stakeholders.

    ii.   Television

Television is yet another avenue which MoFP will use to reach its target stakeholders with the key messages on FYDP II. Although not as widely accessible to most Tanzanians as radio, television offers the opportunity for creative programming targeting very specific groups – for instance, development part-

ners, private sector, as well as those in the higher economic groups. TV will be especially helpful in supporting national level activities, including advocacy.

iii.   *Daily and Weekly Newspapers*

Despite the records of fewer people in Tanzania who receive information and news through newspapers compared to radio and TV, this avenue is important in reaching some groups of audiences. There are wide varieties of newspapers in the country that the MoFP will work with to disseminate information to special interest groups by publishing news stories, feature articles, special editions and pictorials

iv.   *Social Media*

Unlike the conventional media such as TV, Radio and newspapers which transmits information in one direction (users have little or no ability to share their own views on the subject), the Social media gives users the ability to interact with each other on the content that is being disseminated or shared.

Social media encompasses a wide variety of online content from social networking site to interactive. These networks include face book, what's-app, twitter, instagram, google+, viber, linkedin, blogs, skypes and YouTube channels through live streams, online interactions, short video clips and captioned pictures**.**

3.7.   Culturally appropriate information materials

The MoFP will also produce information materials which will be distributed to the target audience through various channels, to further disseminate information and reinforce positive behaviors around FYDP II implementation. In developing the materials, MoFP will consider, among other factors, cultural appropriateness in regard to specific communities, and literacy levels.

A range of print and audio-visual materials, including low literacy products, will be pre-tested in collaboration with the local communities to ensure they meet their information need, will be produced. These will include local musicians, film actors and caricature.

3.8.   Inter-personal communication

Inter-personal communication has been found to be a significant source of information with increased discussion of certain issues in communities. The MoFP will build on this positive avenue to strengthen information dissemination especially during community meetings. These will be supported by IEC materials and specialized brand talks that help to spark informal conversations on the FYDP II implementation.

3.9.   Special thematic campaigns and public events

The Ministry of Finance and Planning will schedule and launch thematic campaigns around specific themes in different areas of priority for a reasonable and specified period of time for public education and to further the public's knowledge on FYDP II implementation. There will be scheduled events and will be set to coincide with all pavilion weeks in the national calendar. The national events such as Public Service Week, Saba Saba and Nane Nane will be effectively used to send FYDP II messages to the public.

3.10.   Media/Journalists engagement

The FYDP II CS focuses on creating a good rapport with media owners, editors and journalist/reporters on the key priority areas of the plan. The activities which will be carried out with regards to this include meetings, monthly luncheons, annual retreats and training/ workshops.

3.11.   GCOs, PLOs, CDOs and Media Correspondents

The MoFP will conduct sensitization and advocacy meeting to Government Communication Officers (GCO), Planning Officers (PLOs), Community Development Officers (CDOs)   and Media Correspondents to ensure that they take a leading role on communicating the FYDP II key priority areas in their respective sectors or areas of reach.

4 CHAPTER FOUR

IMPLEMENTATION, MONITORING AND EVALUA-TION FRAMEWORK

4.1.   Introduction
Monitoring and evaluation is one of an integral part of a communication strategy. This section highlights implementation framework, monitoring and evaluation of the FYDP II Communication Strategy.

4.2.   Implementation framework
The success of the FYDP II Communication Strategy will require participation and involvement of all key stakeholders of the plan. The Ministry of Finance and Planning will coordinate the implementation of FYDP II –CS while MDAs, private sector and non-state actors will incorporate CS in their plans.

This strategy is built on the on-going activities, and will be implemented at three levels: national, LGAs and private sector. At LGAs level, the choice and focus of specific communication activities will depend on what is happening in the specific context. Some regions may choose to implement social mobilization, to complement ongoing IEC activities. To implement this strategy, MoFP will conduct a sensitization/training of FYDP II priority areas to government communication, planning officers and private sector and give guidelines and checklist of the deliverables.

This approach will help to assimilate knowledge on how to communicate the right information to the community and individuals and conducting follow-up exercise. In this regard, technical assistance will be provided to Planning Officers who will be implementing FYDP II through their respective MTEF.

i. Coordination roles for the MoFP

- ✓ Define priority areas for CS interventions
- ✓ Conduct and maintain inventory of CS partners, activities and materials and identify gaps
- ✓ Set up and maintain information and knowledge sharing platforms and tools for the FYDP II priority areas.
- ✓ Identify, document and share best practices,
- ✓ Oversee the development of consistent and standardized messages,
- ✓ Coordinate joint planning with stakeholders where possible to reduce overlaps and encourage scale up,
- ✓ Provide leadership in policy advocacy,
- ✓ Undertake advocacy, capacity and technical skills building at all levels to ensure successful implementation of FYDP II activities,
- ✓ Ensure quality of FYDP II -CS implementation activities,
- ✓ Monitor and evaluate implementation progress of the FYDP II – CS,
- ✓ Conduct media outreach and advocacy to improve information dissemination.

ii. Roles of Partners

- ✓ Provide technical and resource support, and advice to MoFP on CS,
- ✓ Assist the implementation of CS strategy,
- ✓ Contribute best practices and lessons learnt to MoF planning processes and inventories,
- ✓ Assist the development of consistent and standardized messages
- ✓ Support qualitative and quantitative research for the development of CS interventions and messages,

✓ Assist in building partnership with the media and local communities.

To increase the impact of the communication activities outlined in this strategy, the FYDP II-CS will be integrated into MDAs and LGAs SPs as much as possible. MoFP will also use partnership with other organizations to make sure the goal is realized and provide technical guidance, and support in implementing the CS interventions.

4.3.   Monitoring

Monitoring and evaluation will be done to follow-up the implementation of the CS and feedback information will be used to improve implementation of the FYDP II. The M & E reports will indicate the extent to which the audiences understand messages, how they are being reached, and whether messages are supporting improvement in service delivery.

Monitoring will also establish how audiences are reacting to the communication programme, how well communication activities follow the schedule, how well the communication programme fits the needs of the audience(s) and the quality of the communication (whether the messages are addressing the needs of the target audience).

Some of the outputs to be monitored include production of FYDP II popular version, media programmes and advertisements, educational materials and advocacy sessions for the FYDP II. Monitoring of the FYDP II – CS will be done at different levels in order to ensure that there is no overlap of responsibilities.

i.   *National Level*:
     At this level the MoFP will be responsible to discharge and monitor all national communications with regards to the implementation of the FYDP II priority areas. MoFP will also be the custodian of the FYDP II – CS and will collaborate with the

sectors indicated in the FYDP II to ensure seamless monitoring mechanism to the district level.

ii. *Sectoral Level:*

The sectors implementing specific priority areas in the FYDP II will be responsible for monitoring their areas and report the progress and results of such monitoring to the MoFP. This will help in having a clear status of what is done in respective area and inform the MoFP on what can be done further.

iii. *RSs and LGAs*

At the Regional Secretariat and Local Government level the implementation of specific priority areas in the FYDP II will be monitored in synchronization with the coordinating institution and the implementing sectors. This will help in having a clear status of what is done in respective areas and inform MoFP on what can be done further.

4.4.   Evaluation

The strategy will be subjected to annual evaluations to determine the performance of FYDP II CS implementation at every particular period. Appropriate pre- and post-exposure evaluation procedure will be developed to look at measurable changes in FYDP II implementation.

Thus, the evaluation will serve two important specific objectives. *The first* is to assess effectiveness of CS in supporting the implementation of FYDP II based on the set deliverables namely, frequency media coverage, level of community awareness, debates and discussions on FYDP II and the *second* is to provide lessons and determine adjustments that may be needed to make the forthcoming communication of plans fruitful.

4.5.   FYDP II Communication Strategy outputs

During implementation of the CS the following will be the main outputs;

i. Production and dissemination of FYDP II 100,000 copies of Popular Version,

ii.   Production of educational materials (4 Newsletter annually, brochures (25,000 copies), fliers (25,000),

iii.   Media programmes (TV, Radio, Newspaper articles and features) and

iv.   Advocacy for FYDP II and Vision 2025.

Table 4.1: Summary of outputs and targets

SN	OUTPUT	TARGET (Quantity) 2017 – 2021
1	FYDP II Popular Version	100,000 copies
2	Educational Materials	
	Newsletter	4 issues annually
	Brochures	100,000 copies
	Fliers	100,000 copies
3	Media Programs	
	TV documentaries	22 (MoFP 4 & Ministries (9) - 18)* documentaries annually
	TV Programes	132 annually (24 MoFP and 108 Ministries (9) programs annually.
	Radio documentaries	22 (MoFP 4 & Ministries (9) - 18)* documentaries annually
	Radio Programes	120 (MoFP 12 & Ministries(9) 108 annually
	TV commercials	2 TVC to be aired 600* to 5 stations
	Radio Spots	3 radio spots to be aired 900* four radio stations
	News Stories	MoFP 150 & 450 by nine ministries total 600 published*
	Feature Articles	MoFP 12 & 216 total 228 published*
	Special Edition & Supplements on Newspapers	8x2 (4 SEs and Supplements) editions annually
	Cartoons for Newspapers and TV	24 cartoons annually
	Community Radio	120 (MoFP 12 & Ministries(9) 108 annually
	Bulky Messages	1 pushes annually.

SN	OUTPUT	TARGET (Quantity) 2017 – 2021
	Social Media	Creation and efficient use of MoFP blog, Twitter, Facebook, YouTube, Instagram. Revamp of MoFP Website.
5	Advocacy for FYDP II and Vision 2025	
	Zones (Lake zone, Western, Northern, Central, Southern Highlands, Coast & Eastern, and Southern)	6
	Sensitizing IOs, PLOs, CDOs, and Community Radio representatives about FYDP II	650
	Luncheon with TEF	12
	Annual retreat with TEF	1
	Formulation of FYDP II specialized journalists Network and preparation of media guide	12
	Symposium (meeting for university students)	2
	Involvement of artist on FYDP II thematic song	
	Awarding the best journalists on FYDP II reporting	10ml
	Disseminating FYDP II popular Versions	650

*The target will be decreasing annually as indicated in the budget matrix table

In order for the outputs in Table 4.1 to be achieved there should be a budget for undertaking all activities outlined in the CS. The matrix in the Annex indicates the required financial resources and time frame for the FYDP–CS II implementation.

ANNEX: MATRIX OF OUTPUT, ACTIVITIES AND BUDGET

OBJECTIVES	OUTPUTS	ACTIVITIES	TARGETS	PLAYERS	TIMEFRAME	FINANCE (million TZS)				
						2017/18	2018/19	2019/20	2020/21	Total
1. Raising aware-ness on FYDP II by dissem-inating key information.	1.1 Media pro-grams high-light-ing FYDP prio-ri-ty areas pro-duced.	Production and Airing of 22 TV documenta-ries	-4 docu-mentaries	- MoFP	2018	15	15	15	15	60
			- 18 docu-mentaries	-2@ Min-istry	2018					
		Production and Airing of 132 TV Programs (live & re-corded) annually	-24 pro-grams	- MoFP	2017-2021	10	10	10	10	40
			- 108 pro-grams	-12@ Min-istry	2017-2021					
		Production and Airing of 22 Radio documenta-ries	-4 docu-mentaries	- MoFP	2017-2021	4	4	4	4	16
			- 18 docu-mentaries	-2@ Min-istry	2017-2021					
		Production and Airing of 120 Radio Programs annually	-12 Pro-grams	- MoFP	2017-2021	-	-	-	-	0
			-108 Pro-grams	-12@ Min-istry.						

OBJECTIVES	OUTPUTS	ACTIVITIES	TARGETS	PLAYERS	TIMEFRAME	FINANCE (million TZS)				
						2017/18	2018/19	2019/20	2020/21	Total
		Production and Airing of 2 TV commercials (TVC)	TVC production	- MoFP	2018-2021	12	-	12		24
			TVC to be aired 600* to 3 stations for 4 months	- MoFP & Ministries	2018-2021	240	180	120	240	780
		Production and Airing of 3 Radio Spots	Production Radio Spots	- MoFP	2017 - 2018	4		4		8
			Radio spots to be aired 900* four radio stations	- MoFP & Ministries	2017 - 2021	288	216	162	162	828
		Writing and publishing 600 News Stories	-150 news stories	- MoFP	2017 - 2021	5	5	5	5	20
			-450 by nine ministries to be published*	-Ministries	2017 - 2021					
		Writing and publishing 228 Feature Articles	12 feature Articles	- MoFP	2017 - 2021	3	3	3	3	12
			-216 total published	-24 @ Ministry	2017 - 2021					

OBJECTIVES	OUTPUTS	ACTIVITIES	TARGETS	PLAYERS	TIMEFRAME	FINANCE (million TZS)				
						2017/18	2018/19	2019/20	2020/21	Total
		Preparation, Publication and circulation of 16 Special Edition & Supplements in Newspapers	4x2 (4 SEs and Supplements) editions annually	- MoFP in collaboration with Ministries	2017 - 2021	80	20	20	80	200
		Preparation and production of 24 Cartoons for Newspapers and TV annually	24 cartoons (12 TV & 12 Newspaper)	- MoFP	2017 - 2021 2017 - 2021	10	-	10	10	30
		Sharing of programs to Community Radio	120 (PC 12 & Ministries (9) 108 annually	- MoFP	2017 - 2021	10	-	-	-	10
	1.2 Popular Version produced	Consultancy, Designing and message alignment		- MoFP	2017	10	-	-	-	10

OBJECTIVES	OUTPUTS	ACTIVITIES	TARGETS	PLAYERS	TIMEFRAME	FINANCE (million TZS)				
						2017/18	2018/19	2019/20	2020/21	Total
		Printing 100,000 copies of a popular version		- MoFP	2017	30	-	-	-	**30**
2. Creating a platform for advocacy.	1.2 Stakeholders engagement on the FYDP II priory areas.	Zones (Lake zone, Western, Northern, Central, Southern Highlands, Coast & Eastern, Southern, and Dar es Salaam)	7 zones	- MoFP	2017- 2018	786.83	-	-	-	**786.83**
		Sensitizing IOs, PLOs and Community Radio representatives about FYDP II	650 IOs, PLOs and Community radio representatives	- MoFP	2017- 2018					
		Luncheon with TEF	12 Meetings	- MoFP	2017 - 2021	-	-	-	-	**0**
		Annual retreat with TEF	1	- MoFP	2017 - 2021	5	5	5	5	**20**

OBJECTIVES	OUTPUTS	ACTIVITIES	TARGETS	PLAYERS	TIMEFRAME	FINANCE (million TZS)				
						2017/18	2018/19	2019/20	2020/21	Total
		Formulation of FYDP II specialized journalists Network	1	- MoFP	2017 - 2018	68	-	-	-	68
		Symposium (meeting for university students)	-2 meeting	- MoFP	2017-2018	10	-	-	-	10
		-media guide		- MoFP	2017-2018	9	-	-	-	9
		Involvement of artist on FYDP II thematic song	1 song	- MoFP	2017-2018	10	-	-	-	10
		Awarding the best journalists on FYDP II reporting	4 categories / Radio / TV / Newspaper / Pictorial	- MoFP	2018-2021	8	8	8	8	32
		Audience Survey			2020	-	-	-	30	30
		Adverts Monitoring		- MoFP	2017 -2019/20	26.4	19.8	14.1	15	75.3
						1,644	485.8	392.1	587	3,109

COMMUNICATION STRATEGY