



**THE UNITED REPUBLIC OF TANZANIA  
PRIME MINISTER'S OFFICE**

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**AGRICULTURAL SECTOR DEVELOPMENT PROGRAMME  
PHASE TWO (ASDP II)**

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# **COMMUNICATION STRATEGY**



**March 2020, DODOMA**





**THE UNITED REPUBLIC OF TANZANIA  
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# ACRONYMS

AEZ	Agroecological Zone
ASC	Agricultural Steering Committee
ASCG	Agricultural Sector Consultative Group
ASDP I	Agricultural Sector Development Programme Phase I
ASDP II	Agricultural Sector Development Programme Phase II
ASLMs	Agricultural sector Lead Ministries
ATIs	Agricultural Training Institutes
CBOs	Community Based organizations
CKM	Communication and Knowledge Management
COMESA	Common Market for Eastern and Southern Africa
COSTECH	Commission for Science and Technology
CSA	Climate Smart Agriculture
CVC	Commodity Value Chain
DADP	District Agricultural Development Programme
DCP	District Commodity Value Chain Platform
EAAPP	Eastern Africa Agricultural Productivity Programme
EAC	East Africa Community
EPZA	Export Processing Zone Authority
ESRF	Economic and Social Research Foundation
FBS	Faith Based Organisation
FETA	Fisheries Education and Training Agency
FFS	Famers Field School
FOs	Farmer Organisations
FYDP	Five Year Development Plan
GCU	Government Communication unit
GDP	Growth Domestic Product
ICTs	Information Communication Technologies
IEC	Information Education and Communication
ITV	Independent Television
KM	Knowledge management
KPIs	Key Result Areas
LANs	Local Area Networks
LGAs	Local Government Authorities
LITA	Livestock Training Agency
LTPP	Long Term Perspective Plan
MATI	Ministry of Agriculture Training Institute
MoEST	Ministry of Education Science and Technology
MoFP	Ministry of Finance and Planning
NACOTE	National Coordination Team
NASSM	National Agricultural Sector Stakeholders Meeting
NCU	National Coordination Unit

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NGOs	Non-Governmental Organizations
PMO	Prime Minister's Office
PO-RALG	President's Office Regional Administration and Local Government
RF	Result Framework
RSs	Regional Secretariats
SADC	Southern Africa Development Community
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SBCC	Social Behaviour Change Communication
SUA	Sokoine University of agriculture
SWOC	Strengths Weaknesses Opportunities and Challenges
TALIRI	Tanzania Livestock Research Institute
TAFIRI	Tanzania Fisheries Research Institutes
TANTRADE	Tanzania Trade Development Authority
TARI	Tanzania Agricultural Research Institute
TBC	Tanzania Broadcasting Corporation
TBS	Tanzania Bureau of Standards
TCCIA	Tanzania Chamber of Commerce Industry and Agriculture
TCD	Technical Committee of Directors
TDV	Tanzania Development Vision
TFDA	Tanzania Food and Drug Authority
TIC	Tanzania Investment Centre
TPRI	Tropical Pesticides Research Institute
TV	Television
TWG	Thematic Working Group
VCs	Value Chains
WARCs	Ward Agricultural Resource Centres
WLRCs	Ward Livestock Resource Centres



# FOREWORD

It is my pleasure to present the '**ASDP II Communication and Knowledge Management Strategy (CKMS)**' tool to contribute in the achievement of goals and impacts of Agricultural Sector Development Programme Phase Two (ASDP II).

The ASDP II is a follow up of Agricultural Sector Development Programme Phase I (ASDP I) implemented from 2006 to 2014. The ASDP II is a ten years programme, implementable in two phases, the first phase of five years covers a period from 2018/2019 to 2023/2024. The formulation of the strategy suits the salient features of ASDP II which involve wide coverage of development projects and activities undertaken by the Public, Private Sector, Development Partners, NGOs and Non - State Actors.

The programme is implemented with flexible and harmonized funding modalities and managements, prioritization and commodity focus along the value chain of crop, livestock and fisheries based on the Agro-Ecological Zones (AEZ), four programme components with 23 priority investment areas. With this respect it is therefore important to have a clear communication, transparency and coordination during planning, budgeting, implementation, and monitoring and evaluation of a programme. The strategy is an instrument or tool for effective coordination, communication and information sharing among the stakeholders in order to realize the expected ASDP II outcome and impact.

The ASDP II communication strategy aim at improving information flow, knowledge management, sharing and learning, and creating good relationship between and among stakeholders. The strategy also intends to strengthen institutional communication capacity of sector Ministries, RSs, LGAs and improve understanding of ASDP II.

The preparation of the communication strategy involved a rigorous consultation of a number of ASDP II stakeholders considering the key elements earmarked in the ASDP II programme document. This includes the identification of ASDP II key stakeholders, their expectations, information needs and channels for reaching them with appropriate messages. Since communication is a two-way process, and stakeholders have their own expectations, their actions and benefits gained tend to have a compounded effect in contributing to the achievement of ASDP II goals.

The value chain approach of ASDP II design necessitated the grouping of key stakeholders relevant to the specific value chain. The major ASDP II value chains considered in the stakeholders' analysis are: **inputs; production; postharvest management; processing and value addition; and marketing and sales.** During the process, it became apparent that some stakeholders were cutting across all value chains and thus were grouped as **cutting across.**

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Analysis of the Strengths, Weaknesses, Opportunities and Challenges (SWOC) of the ASDP II value chains was undertaken to come up with some solutions for communication effectiveness. Another area which was looked into was the communication media landscape, which analysed the current trends of communication, and came up with insights on what media types can be used to communicate with the target audience.

The situation analysis has come up with the key communication and knowledge management issues and strategies for addressing the identified key communication and knowledge gaps. Among the identified communication gaps the major ones are with respect to inadequate information, knowledge and skills of stakeholders on issues related to inputs, production, postharvest management, processing and value addition, and marketing and sales. Others include weak research extension farmer linkages, weak coordination, inadequate promotion and lack of awareness.

The strategies mainly focus on communicating to inform, for awareness raising, improved knowledge and understanding, communicating to persuade, advocacy for policy change, and for taking actions. A combination of strategies and tactics will be used to include Social Behaviour Change Communication (SBCC), communication processes for adoption of agricultural innovations and social mobilization. In addition, this strategy provides a framework to guide the coordination efforts to mobilize different state and non-state partners in raising awareness, promoting knowledge and engaging stakeholders, especially crop farmers, livestock keepers, fish farmers and fish folks.

This strategy document has five chapters which are: Contextual Framework Overview, Situation Analysis, Strategies for Effective Knowledge Management and Communication, Institutional Framework and implementation plan, and Monitoring, Evaluation and Learning.

Let me take this opportunity to extend my sincere gratitude to all Government, development Partners and Private sectors institutions and individual who participated in the formulation of this strategy.

It is my expectation that this strategy will trigger stakeholders' and beneficiaries' involvement and secure their commitments and increased investment for successful achievement of ASDP II goals.

**PRIME MINISTER'S OFFICE**

## CHAPTER ONE

# CONTEXTUAL FRAMEWORK OVERVIEW

### 1.1. Introduction

The realization of the Agricultural Sector Development Programme Phase Two (ASDP II) goals to some extent depends on having in place an effective communication between and among programme's implementers and stakeholders. In the implementation of ASDP II, communication becomes an important aspect in establishing strategic alliances and partnerships between public, private, development partners and non-state actors. The complex nature of the agricultural sector, which include both opportunities and challenges have been the reason for coming up with ASDP II, which results from the accumulated years of experiences and learning in working with sector.

Agricultural sector continues to be among important sectors in Tanzania for economic growth, poverty reduction and a driver for industrialization. Efforts to promote agricultural growth, production and productivity have been permanent agenda by the Government of Tanzania through strategies, programmes and plans from her independence in 1961. Since 2006, enormous amount of resources have been dedicated to improve agricultural growth through the Agriculture Sector Development Programme Phase One (ASDP I), the Kilimo Kwanza Resolve, Big Results Now (BRN) and several other initiatives including the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) and the Eastern Africa Agricultural Productivity Programme (EAAPP).

These efforts brought in some successes which the country continues to enjoy through agricultural sector *vis-a-vis* food self-sufficiency, high contribution to the Growth Domestic Product (GDP), source of employment to majority of the population living in rural areas and source of raw materials for industries. Despite these successes the sector's growth has not been very impressive. The major challenges in the sector include the need for increasing agricultural production and productivity through investment in application of improved agricultural technologies, agricultural extension service delivery systems, better market accessibility, value addition, coupled with efficient coordination mechanism and effective communication. Achievements and lessons learnt in implementing ASDP I, have been key ingredients for designing ASDP II.

In addition, the findings of the baseline study report on communication and knowledge management which was undertaken during ASDP I, and the Communication and Knowledge Management (CKM) strategy document of ASDP I have been relevant inputs for the preparation of this ASDP II Communication strategy.

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## 1.2 The Preparation Methodology

The preparation of the communication strategy involved a rigorous consultation of a number of ASDP II stakeholders considering the key elements earmarked in the ASDP II programme document. ASDP II is implemented by the government of Tanzania in collaboration with stakeholders from Private sector and Development Partners for a ten years period in two (2) phases, each of five years period. The first Phase started in 2017/2018 to 2022/2023 and the second phase is expected to start in 2023/2024 to 2027/2028. ASDP II is a follow up programme of ASDP I which was implemented from 2006 to 2014. The design of ASDP II considered the lessons learnt from implementation of ASDP I.

The communication strategy aims to facilitate the attainment of ASDP II vision, of poverty reduction, food and nutrition security and GDP growth. The programme entrenches all national strategies -Tanzania Development Vision (TDV 2025); Long Term Perspective Plan (LTPP 2012-2026); Five Year Development Plan II (FYDP II 2016-2021) and Agricultural Sector Development Strategy (ASDS 2015). The objective of ASDP II is to transform the agricultural sector (crops, livestock & fisheries) towards higher productivity, commercialization level and smallholder farmer income for improved livelihood, food and nutrition security.

The ASDP II Strategy is to transform subsistence smallholders into sustainable commercial farmers by enhancing and activating sector drivers and supporting smallholder farmers to increase productivity of target commodities within sustainable production systems and forge sustainable market linkages for competitive surplus commercialization and value chain development. The outcome of ASDP II is to ensure increased productivity, enhance marketing level, value addition, farmer income, food and nutrition security and Gross Domestic Product (GDP).

ASDP II covers all regions in terms of public service delivery; however, investment coverage focuses on prioritized high potential commodities along the Value Chain and Agricultural Ecological Zones (AEZ). The prioritized commodities for the first five years of ASDP II under crops include: rice, maize, cassava, potatoes, banana, coffee, cotton, oil seeds crops (sunflower, coconut, sesame, and palm oil), cashew nuts, tea, sugarcane and horticulture. Whereas for livestock and fisheries are dairy, beef, goat meat, poultry, hides/skin, fish, and sea weed.

Essentially the strategy contributes to ASDP II intention to build good business environment to attract investments, incentivize private sector and farmers to increase their engagement in agriculture. The better business environment will protect and increase access to land by small scale farmers, develop better market systems and use comparative advantage in some commodities to bring about improved livelihoods of Tanzanians. The programme also focuses on efficient and effective resources allocation and utilization to create value and impact.

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The ASDP II four components were analysed to identify key stakeholders, their information needs and possible channels for reaching them. The components and their relevant investment areas are:

**Component 1: Sustainable Water and Land Use Management.** The objective of this Component is to expand sustainable water and land use management for crops, livestock and fisheries. Priority investment areas under this component are (i) Land use planning and watershed management; (ii) Irrigation infrastructure development; (iii) Irrigation scheme management and operation; (iv) Water sources development for livestock and fisheries; and (v) Promote Climate Smart Agricultural (CSA) technologies and practices.

**Component 2: Enhanced Agricultural Productivity and Profitability.** The objective is to increase productivity growth rate for commercial market-oriented agriculture for priority commodities. Priority investment areas are (i) Strengthening agricultural extension, training and promotion of information services for crops, livestock and fisheries; (ii) Improved access to crops, livestock and fisheries inputs and health services; (iii) Research and development; (iv) Strengthening and promoting agricultural mechanization for crop, livestock and fisheries; and (v) Food and nutrition security improvement.

**Component 3: Commercialization and Value Addition.** The objective is to improve and expand rural marketing and value addition promotion by a thriving competitive private sector and effective farmer organizations. Priority investment areas are (i) Develop market access for all priority commodities; (ii) Develop market access for fisheries and livestock products; and (iii) Development of processing and value addition for crop, livestock and fishery products.

**Component 4: Sector Enablers, Coordination, Monitoring and Evaluation.** The objective is to strengthen institutions, enablers and coordination framework. Priority investment areas are (i) Policy and regulatory framework and business environment improvement; (ii) Strengthening organizational and technical capacities of existing and new small-scale producer, trade and processing farmer organizations and cooperatives movement; (iii) Promote and strengthen gender inclusiveness in the agricultural sector; (iv) Improve and strengthen vertical (from PO-RALG to RSs and LGAs) and horizontal coordination between ASLMs. (v) Improved capacity and agricultural data collection and management systems (vi) Management capacities and systems improvement (vii) Develop agricultural sector M&E system (viii) Improvement of capacity in all levels (ix) Improvement of ICT for agricultural information services and systems; and (x) Provide microfinance services.

The financing modality of ASDP II include on-budget and off-budget through the government, development partners and other stakeholders including private sector, NGOs and farmers. It is therefore, important that there is clear communication, transparency, and coordination during the joint planning, budgeting, implementation, monitoring and evaluation of the program.

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## 1.3 The Strategy Rationale

This communication strategy has been formulated with the understanding that, ASDP II implementation involves many stakeholders and institutions at national and LGA levels to deliver various services required by farmers and other CVC actors. It is therefore, imperative the strategy facilitates in ensuring that, there is efficient coordination and effective service delivery, to avoid duplication of efforts and wastage of resources. The CKM strategy is cognisant of the outlined ASDS II targets of strengthening institutional capacities, among others, for: (i) RSs and LGAs in overseeing implementation of agricultural activities, including Public Financial Management (PFM); (ii) Public Private Partnership (PPP) in agricultural investment and service (extension) delivery; (iii) human resources in ASLMs to guide implementation and promote innovations; (iv) knowledge management systems for institutional memory, sharing lessons learned and long-term monitoring of the sector performance; and (v) ICT use to improve efficiency of technical support, administration and management of resources and activities.

Agricultural transformation requires productive human resources for generation and diffusion of technology, value addition and marketing promotion and overall sector coordination and management. There is a need for a major shift towards introduction of a new generation of farmers who are equipped with the necessary skills to revitalize and modernize agriculture. While professionalism and expertise are taken seriously, agricultural skills and knowledge are imparted at various levels in the education system to enhance investment in human resource capacity complemented by better use of ICT for efficient sector management, including on- and off-budget public good investments in the sector.

The challenges are to enhance institutional capacities of public (national and local) and private/ associative players [Farmers Organizations (FOs) and non-state actors] to support enhanced coordination of planning, implementation, policy analysis, research, technical support services, agro processing, financing and M&E in the agricultural sector, while ensuring that women and youth play a major role. The public sector has a role to create an enabling environment that includes setting up appropriate and improved standards and regulations, providing public investments, negotiating on trade matters, organizing safety nets for targeted stakeholders, defining sustainable access to and management of natural resources, and providing enhanced agricultural statistics. The private sector, including producer organizations, Community Based Organizations (CBOs)/ Non-Governmental Organizations (NGOs) and business enterprises, participate in activities and also increase profitable investments in the agricultural sector for production, agro processing and/or commercialization.

This strategy intends to address the communication gaps and ensure that there is effective coordination in the sector that entails; stakeholders receiving appropriate messages through suitable channels; facilitating smooth two-way flow of information; and empowering farmers to be involved in decision making and participate fully in

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implementation of the ASDP II. The strategy tapes the programme's best practices, processes and successes for sharing with stakeholders in the country and beyond. It also envisages to improve the way of doing business to achieve greater impact.

Moreover, improving information flow, knowledge management, sharing, and learning, creates good relationship between actors to achieve programme goals and impacts. In this case the communication strategy intends to strengthen institutional Information Education and Communication (IEC) capacity of sector ministries, RSs and LGAs; and raise stakeholders' awareness and understanding of ASDP II and other agricultural development projects. It also facilitates strong and functional linkages for planning, implementation, and Monitoring and Evaluation (M&E) system at national and local levels. Most importantly, an effective communication will promote and strengthen public-private sector participation in agricultural development interventions; strengthen documentation of ASDP II, implementation, achievements and challenges for future reference and learning.

## 1.4 The Meaning of Key Communication Operational concepts

**Information, Education and Communication (IEC):** Is a strategic activity that involves identification of audiences, development of appropriate messages and their dissemination through the most accessible, suitable and cost-effective channels.

**Knowledge Management (KM):** Is a process that involves identification of knowledge sources and sharing them with players in a specific arena, profession, field with the aim of accomplishing a shared societal developmental goal. KM is about using knowledge more effectively and efficiently to improve the way of doing business to reach goals and impacts.

**Communication and Knowledge Management (CKM) Strategy:** Is a management tool that assists an organization to create awareness, share information and knowledge, informs and educates stakeholders about its existence, mandates, functions, opportunities, services and how to access them. An effective CKM strategy focuses on the realization of short, medium- and long-term benefits of the organization. For the CKM strategy to maintain its relevance must convey deliberate message(s) through the most suitable media channels, to the designated audience (s), at the appropriate time, to contribute and achieve the desired long-term knowledge, attitude, perceptions and practice changes. Such changes are essential for the attainment of the organizations' functions as well as its existence.

# CHAPTER TWO

## SITUATION ANALYSIS

### 2.1 Introduction

This chapter reviews the communication effectiveness in the implementation of the Agricultural Sector Development Programme Phase Two (ASDP II), and identifies gaps for improvement. This includes the identification of ASDP II key stakeholders, their expectations, information needs and channels for reaching them with appropriate messages. Since communication is a two-way process, and stakeholders have their own expectations, their actions and benefits gained tend to have a compounded effect in contributing to the achievement of ASDP II goals. The value chain approach of ASDP II design necessitated the grouping of key stakeholders relevant to the specific value chain. The major ASDP II value chains considered in the stakeholders' analysis are: **inputs; production; postharvest management; processing and value addition; and marketing and sales.** During the process, it became apparent that some stakeholders were cutting across all value chains and thus were grouped as **cutting across.**

Analysis of the Strengths, Weaknesses, Opportunities and Challenges (SWOC) of the ASDP II value chains was undertaken to come up with some solutions for communication effectiveness. Another area which was looked into was the communication media landscape, which analysed the current trends of communication, and came up with insights on what media types can be used to communicate with the target audience. This chapter ends up with key communication issues which forms the basis for the communication goals, objectives and strategies appearing in chapter three of this document.

### 2.2 The Communication Strategy Baseline

The implementation of ASDP I efforts were made to strengthen communication at all levels by establishing a Communication Thematic Working Group (TWG) with a mandate to coordinate communication and advocacy campaigns of ASDP I. This TWG also developed a CKM strategy aiming at using knowledge more effectively for improving the way of doing business to achieve greater impact.

In developing this communication strategy, a review ASDP I CKM strategy was done to bring onboard the salient features of ASDP II which includes, Prioritization and Commodity focus (Crop, Livestock & Fish) along the Value chains (VCs) in the Agro-Ecological Zone (AEZ), Key Thematic areas (4 components, 23 Priority Investment Areas); Wide coverage of development activities/projects implementable by Public sectors, Development Partners (DPs), Private sector and NGOs; and Flexible and Harmonized financing modalities and



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Management which includes on-budget (Budget support, Basket fund, earmarked and ring-fenced programmes and projects) and off-budget programme and projects. This strategy was developed to encompass the views, comments and wishes of the various stakeholders including private sector, development partners, farmers/organizations (crops, livestock and fisheries), Civil Society Organizations, Faith Based Organizations and non-governmental organizations and the public sector.

### **2.3 Coordination and Implementation of ASDP II**

The communication strategy contributes to the ASDP II aspirations of institutionalization of clear governance, institutional framework, coordination and management mechanism from the national to local level. Among others the communication strategy will facilitate:

- i) Government leadership in coordinating and enhancing collaboration with all stakeholders;
- ii) Clear understanding of roles and responsibilities; authority and accountability of lead and implementing agencies including ASLMs; focus in achieving program/project objectives, outcomes, and Key Program Indicators (KPIs) through the Results Framework (RF);
- iii) Development and dissemination of proper programme/project guidelines, procedures, and documentations for implementers; facilitate proper financial management and auditing systems for the programme and projects; and ultimately be accountable to the Prime Ministers' Office.
- iv) Effective coordination of agricultural development interventions, which includes all public good support and investments, implemented on-budget or off-budget.
- v) Widely dissemination of ASDP II goals to all stakeholders; and having in place a well-established networking and information system on all the sector interventions as a key coordination mechanism at local level and District Component Platform (DCP) between sector stakeholders at LGA level/districts cluster.
- vi) The LGAs to formulate comprehensive DADPs that provide leeway for on-budget and off-budget funding modalities with joint implementation management and follow-up.
- vii) Sharing of NGOs' development initiatives with respect to RSs and LGAs for effective communication in planning, implementation and monitoring of the projects.

The ASDP II National Coordination Unit (NCU) will use the communication strategy to ensure effective coordination, monitoring and evaluation, planning and financial management, engagement and implementation of ASDP II projects in partnership with various key stakeholders. The hierarchy of coordination organs under ASDP II at central level which this strategy will enhance include:

- i) National Agricultural Sector Stakeholders Meeting (NASSM),
- ii) Agricultural Steering Committee (ASC),
- iii) Agricultural Sector Consultative Group (ASCG),

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- iv) Technical Committee of Directors (TCD),
  - v) Thematic Working Groups (TWGs) and
  - vi) National Coordination Unit (NCU) lead by a National Programme Coordinator.

The Prime Minister chairs the NASSM, whereas the Permanent Secretary – PMO chairs the ASC, ASCG meetings with specific agendas. The Component/Sub-Component Leaders chair the respective TWGs. The National Coordination Unit functions as Secretariat, chaired by the national Programme Coordinator with experts on Productivity and Commercialization; Planning and Budgeting, Markets and Value Addition; Monitoring and Evaluation; Agricultural Economist, Researcher and Policy Analyst.

For effective implementation, coordination and management, there is a coordination unit at the Presidents-Office Regional Administration and Local Government Authorities (PO-RALG) with responsibility to coordinate and manage all ASDP II activities at the lower levels. As a key coordination mechanism at local level, District Component Platform (DCP) between sector stakeholders at LGA level/districts cluster will be in place. DCP brings major actors in priority local CVCs together to develop and drive the implementation of DADP activities that includes various aspects such as productivity improvement, value addition and sustainable market access.

## **2.4 Theory of Change of ASDP II**

The communication strategy is entwined within and in facilitating that the theory of change of ASDP II is well known and understood by all stakeholders. This is about solving ASDP I Challenges, through prioritization, clustering and sequencing the projects and activities for creating an impact and bringing positive change. The pathway of the theory of change firstly involves the Government to create the necessary enabling environment by implementing Component 4 followed by Component 3, Component 2 and Component 1. This implementation sequence aims at addressing the following: -

- i) Solving most of ASDP I challenges and immediate challenges,
- ii) Creating an enabling environment for other components to function, and
- iii) Aligning and sequencing components and project in line with the priorities.

The implementation starts with Component 4 to give way for other components to take off by creating the necessary enabling environment for both private and public sector to function including the smallholder farmers. Component 3 on Commercialization and Value Addition creates markets pull effect to attract and enhance agricultural productivity and profitability which is spelled out under Component 2. Finally, the implementation of Components 4, 3 and 2 requires Component 1 which is to do with sustainable water and land use management. This sequence is meant to guide the implementation of the programme depending on the availability of resources. In an ideal situation, all projects should begin at the same time if resources are available. In the contrary, the highest priority project, can be implemented first followed by lower priority project.

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## 2.5 Communication media landscape

According to Collins Dictionary, Mass media communications are various ways by which information and news are given to influence large numbers of people in a short time such as newspapers, radio and television. Whereas the landscape refers to all features that are important in a particular situation. Kret (2017), a renowned online Marketing Specialist, asserts that social media landscape shows how media's world is divided and which particular media platforms are reigning supreme in the digital world at this moment. It is a social "ecosystem" with tools for publishing (with blog platforms), sharing (videos or music platforms), discussing (like Quora and comment platforms), collaborating, messaging (mobile, visual and web mails) and networking (with dating and meeting platforms). Figure 1 shows a pictorial representation of social media landscape in 2017.

As the figure 1 shows, the social media landscape is a very dense ecosystem of online services currently circulating around the world and the most popular are Facebook, Google and Twitter platform. Naylor (2017), contribution provides a meaning of social media as a set of online services to publish and share content, to exchange messages of any type, to host conversations, to collaborate and allow individuals and groups to gather for personal or professional purposes.

According to Huntly (2018) analysis, the change in media landscape will continue to shift as the technology increases the speed of communications. Not very long ago, media outlets consisted of traditional TV, radio, and print, but now it has expanded to include many more digital channels where influencers are the mouthpiece rather than well-known reporters and reputable news name. Unlike in the past when many preferred to read paper copy of favourite magazine or daily newspaper, right now the world has gone digital and many traditional media outlets are shifting paradigms.

This has prompted even the strongest media companies involved with Print publications to shut down operations and push resources into building digital versions of the news to keep up with consumer behaviour and also to ensure they remain relevant with the news cycle. With social media now it has become a common trend that we don't wait to hear breaking news on a news broadcast at a specific time or in the newspaper the next morning when the "big story" breaks. Instead, stories are breaking on social media as they happen and reporters and editors scramble to be part of the news rather than falling behind. The age of social media has brought in a new era of media where creators and influencers have achieved online celebrity status by amassing a network of followers who trust what they have to say.

This network tunes in to watch videos and read blogs on a regular basis to get the latest news on a variety of topics. This has created a new world of heavily opinionated content where the target audience has instant access to information. This is because, social media have greater content control, direct connection with the target audiences, use of more videos, more spontaneous and live connection.

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In a study by Kasuga (2013), *Harnessing social media communications for knowledge sharing among farming communities in Tanzania*, reveals that, farmers are in constant need of information for improving agriculture, access to markets, inputs and machinery.

The study findings came with the conclusions that, over dependency of farmers on Agricultural Extension Officers as providers of information and knowledge has been a setback to agricultural development in Tanzania. As a complementary solution, the study suggests that farmers can now use social media to communicate, access information, knowledge, markets, loans, connecting with service providers and among farmers.

This changing media landscape has been taken as an opportunity that need to be exploited by the ASDP II communication and knowledge management Strategy for effective coordination among stakeholders. This has been an absolute gap in previous communication and knowledge management strategy of ASDP I, which inclined much on the use of conventional methods of communications. With the changing media landscape this paradigm shift is almost inevitable.

According to Count Stat Global Statistic on Social media use in Tanzania for the period on March 2018 to March 2019 reveal that Facebook is the leading with 60.47% users followed by Pinterest 18%, Twitter 8.16%, YouTube 7.47% and Instagram 5.25%. Table 1 show social media market share by type of platform such as desktop computer, tablet and mobile phone in Tanzania.

The audience survey report for the first quarter of 2017 shows radio stations with the highest number of listeners as clouds 23.7%, followed by Radio Free Africa 9.1, and TBC Taifa 6.9% (Fig.2). Clouds TV coverage rating maintains the lead of 20.6% followed by East Africa 16.8%, ITV 15.7% and TBC 11.6%. The CKM strategy will channel messages to target audiences basing on this changing communication landscape for communication effectiveness and impact.

## Social Media Landscape 2017

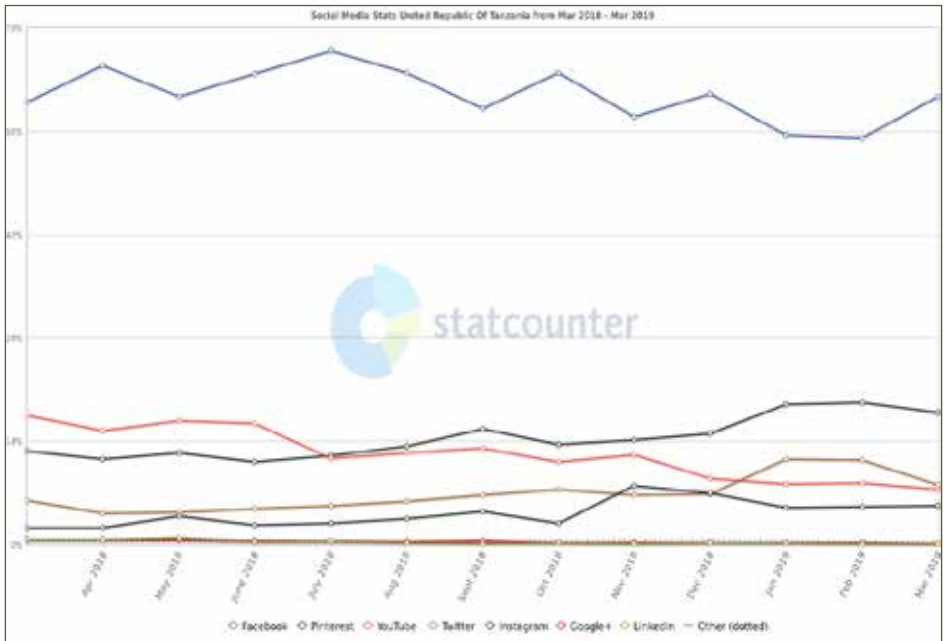


Figure 1: Global Social Media Communication landscape in 2017 according to Quora – (<https://www.quora.com/What-is-the-definition-of-social-media-landscape>)

Table 1: Percentage of Social media use statistics in Tanzania

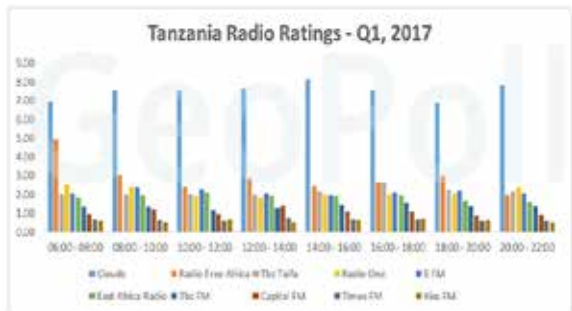
Social Media platforms	Facebook	Pinterest	Twitter	YouTube	Instagram	Vkontakte
Desktop	36.16	26.82	11.17	22.46	0.54	0.66
Tablet	52.08	25.19	6.32	11.52	2.75	-
Mobile	63.82	16.68	7.82	5.43	5.92	0.1
All Platforms	60.47	18	8.16	7.47	5.25	0.16

Source: Social Media Stats in United Republic of Tanzania - March 2018 -March 2019  
<http://gs.statcounter.com/social-media-stats/all/tanzania>



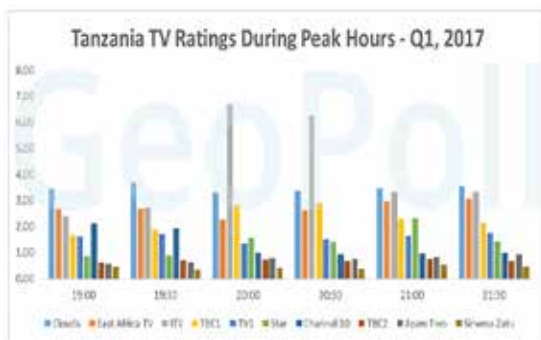
**Figure2: Social Media Stats in United Republic of Tanzania - March 2018 -March 2019**  
<http://gs.statcounter.com/social-media-stats/all/tanzania>

Tanzania Radio Audience Share – Q1 2017	
Station	Share
Clouds	23.7%
Radio Free Africa	9.1%
TBC Taifa	6.9%
Radio One	6.8%
E FM	6.7%
East Africa Radio	5.9%
Tbc FM	4.3%
Capital FM	3.3%
Times FM	2.0%
Kiss FM	1.9%
Other	29.3%



**Figure 3: Tanzania radio audience share first quarter in 2017**  
<https://knowledge.geopoll.com/tanzania-media-measurement-kgmm-report-0-0>

Tanzania TV Audience Share – Q1 2017	
Station	Share
Clouds	20.4%
East Africa TV	16.4%
ITV	15.7%
TBC1	11.4%
Tv1	8.3%
Star	6.7%
Channel 3D	6.4%
TBC2	4.2%
Acem Two	3.3%
Simba Zeta	2.7%
Other	3.4%



**Figure 4: Tanzania television audience ratings in the First Quarter of 2017**  
<https://knowledge.geopoll.com/tanzania-media-measurement-kgmm-report-0-0>

## 2.6 Stakeholder Communication Analysis along ASDP II Value chains

The stakeholders’ communication analysis has been cognisant of the diversity and variability of the agricultural sector with underlying crop, livestock and fisheries subsectors and the priority Commodity value chains (CVCs). On the other hand, ASDP II has been designed with four components and several subcomponents which all had to be looked into during communication analysis of stakeholders. It is a fact that, situations may be totally different when it comes to targeting communication messages and the choice of channels for stakeholders operating in the different components, subcomponents and subsectors with their respective CVCs. A great deal of time was spent in consultation with stakeholders from public and private sector institutions, to first of all have a common understanding of the ASDP II value chains (VCs).

This discussion agreed to adopt the ASDP II value chain with five critical areas, which are: INPUTS; PRODUCTION; POSTHARVEST; PROCESSING AND VALUE ADDITION; and MARKETING AND SALES. Although there was proposition to include TRANSPORTATION as the sixth critical value chain, it was finally felt that it should be considered as cutting across all the five value chains. Moreover, to avoid repetitions of some stakeholders appearing in all the value chains, it was decided that a separate category of stakeholders that are CUTTING ACROSS ALL VALUE CHAINS should be established for easy of analysis. For that matter, the stakeholder’s communication analysis exercise identified the key stakeholders, their expectations, information needs, means of reaching them and the existing gaps. Table 2 provides a detailed account of ASDP II stakeholders communication needs analysis.

**Table 2: Stakeholders Communication needs analysis**

Stakeholders	Expectations	Information needs	Means/Channels	Existing Gaps
<b>Key Value Chain Area: Inputs</b>				
Crop farmers	Timely and regular supply of, quality, affordable and sufficient input	Type and price of inputs	Print and electronic media	Inadequate information on the quantity, quality, amount, type and place for supply of inputs
Livestock keepers		Place to access inputs	Exhibitions (Nane Nane, Wiki ya Ndege	
Fish farmers	Facilitated with knowledge for efficient and effective use of inputs	Knowledge and skills on how to use quality and type of inputs,	Wafugwao, Wiki ya Unywaji wa Maziwa, Mvuvi day etc.)	Inadequate knowledge on policy, regulations strategies and guidelines
Fish net manufacturers			Meetings between suppliers and consumer from national to local levels	
Fish farm implement suppliers	Type, amount, time and place to supply inputs.	Demand needs of the products	Websites	Lack of awareness on policy, regulations, strategies and guidelines
Hatchery facility suppliers	Government supportive policy and conducive business environment	Meet bio-security safety and standards	Social media platforms	
Seed dealers		Input demand by type and place	Meetings	Inadequate market information on accessibility of inputs
Agro-dealers	Easy accessibility of inputs	Policies, regulations and guidelines governing the input business	Workshops	
Farm Implement dealers			Phones	Inadequate knowledge and skills on the use of inputs
Artificial insemination centres	Notice boards	Demonstration plots	Cultural festivals (drama etc)	
Hatchery owners				Water Basin Bodies
Water Basin Bodies	Water Use Committee			
Village Land Use Committee				
Water Use Committee				



Stakeholders	Expectations	Information needs	Means/Channels	Existing Gaps
<b>Key Value Chain Area: Production</b>				
Extension Service Providers	Equipped with appropriate technologies and information for effective delivery of extension services	Knowledge on policies, regulations and guidelines governing extension service provision	Meetings Notice boards Workshops/seminars radios and televisions WARCs/WLRCs	Inadequate understanding on the use of available communication channels for dissemination of information and
Vaccine Producers	Facilitated with working gears/ tools for efficiency delivery of services. Government support and collaboration in extension service provision	Information on priority, demand driven, client oriented researchable issues Facilitating with Policies, regulations and guidelines governing research	Websites Social media platforms, mobile phones, Print and electronic media Exhibition/ livestock shows	Lack of knowledge and skills on the use of modern ICT  Inadequate information on appropriate technologies practices and innovations
Livestock multiplication centres				
Agro-pastoralists	Resources are made available for undertaking client-oriented demand driven research development and management	Information on appropriate technologies and innovations.  Correct information of well-organized and strong crop farmers/livestock keepers/fish farmers and fish folks groups /Cooperatives	Public-Private Dialogue (PPD) Symposiums Teleconference video conference	Lack of readiness to change of mindset to facilitate learning and collaboration with other service providers
Pastoralist				
Crop producers	Use of appropriate, accessible, affordable production technologies	Information on polices, regulations and guidelines governing financial services	Demonstrations cinemas Field days Exhibitions/shows Round table dialogue	
Livestock keepers				
Fish farmers (aqua farmers)	Innovations are adopted by stakeholders	Type of feeds to supply		
Fish folks				
Hatchery owners	Government supportive policy and conducive business environment	Price of feeds		
Fish pond constructors				
Deep sea fishers	Frequent follow ups of disseminated technologies	Place to supply feeds		
Veterinarians				
Veterinary Centres	Government supportive policy and conducive business environment			
Animal Feed Manufacturers				
Breeders	Government supportive policy and conducive business environment			
Livestock keeper association				
Researchers	Government supportive policy and conducive business environment			

Stakeholders	Expectations	Information needs	Means/Channels	Existing Gaps
<b>Key Value Chain Area: Postharvest Management</b>				
Milk collection centre owners	Reduction of post – harvest losses	Information on appropriate and affordable post –harvest technologies	Meetings	Inadequate information on post harvesting management technologies.
Cold room operators	Facilitation to access harvesting, storage and transportation techniques and information.	Knowledge and skills on post –harvest management of specific commodity	Print and Electronic Media	Inadequate knowledge and skills on post-harvest management
Abattoirs owners			Demonstrations	
Cold vans owners	Reduction of commodity loses	Information on appropriate transportation means	Exhibitions	High cost of harvesting and transportation facilities
Storage facility owners			Mobile phones	
Storage facility operators	High quality produce	Cost/price for the technology	Cinemas	Poor infrastructure (rural roads, electricity, storage)
Storage facility fumigators	Affordable postharvest handling technologies		Websites	
Livestock product Processors	Tax incentives on storage facilities (hematic bags, pack house, milk storage facilities etc.)	Production information	Social media platforms	High taxation and fees on packing materials
Slaughter house owners			Information on modern storage facilities available.	
Livestock keeper associations	Available information about tax incentives	Visits		
Fish feed manufacturers				
Aquaculture associations				
Beach management units				
Fish quality assurance laboratories				
Fish farmer storage facility owners				

Stakeholders	Expectations	Information needs	Means/Channels	Existing Gaps
<b>Key Value Chain Area: Processing and Value addition</b>				
Crop Processors (millers, refineries)	Access to quality and adequate raw materials	Information on type, quantity, quality, price and place of livestock, crop and fisheries produce	Meetings Print and electronic Media	Inadequate information on type, quantity, quality, price and place of livestock, crop & fisheries produce
Processors (beef, mutton, hide and skin, milk)	Access to adequate quantity and quality livestock and fish raw products Supportive policies, regulations and guidelines	Information on policies, regulations and guidelines governing processing issues	Stakeholders forums Exhibitions	Inadequate knowledge and skills on processing technologies
Fish and fish product processors	Reliable domestic and/or external markets	Priority commodities	Radio Websites	Inadequate knowledge and skills on agribusiness and entrepreneurship
Agribusiness/ Entrepreneurs (crop, livestock & fisheries)	Facilitation to access information for standards of produce and product	Market channels/ Consumer needs	Social media platforms Meetings	Inadequate livestock produce standards
Modern abattoir owners	Set standards and compliance	Policies and regulations	Meetings Stakeholders for a	Inadequate channels for dissemination
Researchers	Increased number Accredited laboratories for quality and standard certification	Reliable information on potential domestic and external markets	Print and Electronic Media Demonstrations/ FBS/FFS	Use of inappropriate channels for dissemination Long procedures to acquire standards certificate
Standard Assurance Institution (TFDA, TBS, TPRI)	Facilitation to access Crop, livestock and fisheries produce and technologies	Available gaps in entrepreneurship skills	Websites Social media platforms	Lack of knowledge on certified products Multiplicity of regulatory agency
	Favourable policies and regulations	Information on local available processed products and on the use.		Inadequate use of local/ domestic processed products
	Increased utilization of domestic products			
	Growth of agroprocessing industries			

Stakeholders	Expectations	Information needs	Means/Channels	Existing Gaps
<b>Key Value Chain Area: Marketing and Sales</b>				
Traders (buyers and sellers) for crop, livestock and fish produce and products	Reliable and sustainable market offering good prices of produce and products	Information on market demand (type, quality, quantity, price and place)	Meetings,  Stakeholders forums,	Inadequate Information on market (type, quality, quantity, price and place)
Livestock product (dairy, meat) boards	Price stability	Information on market knowledge and negotiations/ bargaining skills	Print and Electronic Media	Inadequate/Lack of knowledge on marketing and negotiation skills
Crop boards	Adequate Storage facilities (cold rooms, abattoirs, milk cool tanks)	Information on policies, regulations and guidelines governing marketing and sales.	Radio (Local and Community), Notice boards	Inadequate Knowledge and skills on appropriate storage technologies and facilities
Market intelligence unit	Government supportive Policies, regulations and guidelines governing marketing and sales.	Appropriate information on the type, quantity and quality, place and price of crop, livestock and fish produce and products	Websites	Inadequate understanding of Policies, regulations and guidelines governing crop, livestock and fish trades.
Livestock keeper associations	Appropriate information of type, quality, quantity, place and price of produce and products	Information on available consumers	Social media platforms	Inadequacy of conducive business environment
Market researchers	Assurance of consumers/traders	Information on the status of road infrastructure in rural areas and weather forecasts	Exhibitions and symposium	
Marketing/ Trade agency	Availability of reliable transport infrastructures throughout the year for transportation of produce and products.	Information on crop farmers, livestock keepers, fish farmers and traders requiring transport services		
Warehouse licensing boards	Crop farmers, Livestock keepers, fish farmers and traders are well organized and networked to reduce transportation costs			

Stakeholders	Expectations	Information needs	Means/Channels	Existing Gaps
	<p>Transportation facilities for crop, livestock and fisheries produce and products are available and affordable (e.g. vehicles with cold facilities).</p> <p>Government supportive Policies, regulations and guidelines governing transportations of livestock products</p> <p>Linked producers (crop farmer, livestock keepers, fish farmers Associations, Cooperative) and promising/niche markets</p> <p>Secured markets are linked with investors</p>	<p>Appropriate Information, knowledge and skills on transport facilities for crop, livestock &amp; fisheries produce and products</p> <p>Policies, regulations and guidelines governing transportation of crop, livestock &amp; fisheries produce and products</p> <p>Appropriate information on markets and investors</p>		

### Key Value Chain Area: Across All Value chains

Prime Minister Office (PMO)	Achieve set goals, roles and responsibilities	Information on Stakeholders needs, role and responsibilities along the commodity value chain (crop, livestock and fisheries)	Meeting	
ASLMs			Press Conferences	
RS, LGAs	Engagement of all key stakeholders in planning, financing, implementation and M&E of ASDP II and other initiatives		Press releases	
Other collaborative ministries (e.g. MoE, MoFP)		Accurate and timely physical and financial reporting	Tele/video conference	
Development Partners	Agricultural sector Policies, laws, regulations and guidelines are well	Information on accurate statistical	Print and electronic Media	
			ICT	
			OB vans	

Stakeholders	Expectations	Information needs	Means/Channels	Existing Gaps
Non-state actors (CSO's & NGO's)	understood / abide by the stakeholders	data from public and private sector	Websites	Weak team work, networking and coordination
Financial institutions	Programme ownerships and strong team work	Information on ASDP II Programme performance	Social media platforms	Inadequate forums for information sharing
Media	Timely delivery of resources and accurate reporting	Information on availability of market, finance, inputs, land, sophisticated technology and etc.	Private Public Dialogue	
Youth and Women	Strong coordination and collaboration	Opportunities available along the agricultural commodities value chains		
Special groups (i.e. people with special needs)	Youth and women empowerment	Supportive government policies, regulations, strategies and guidelines		
Higher learning institutions (e.g. SUA)	Effective participation of youth and women groups along the priority commodity value chain	Information regarding to availability of high value crops		
Training institutions (e.g. MATI, LITA, FETA)	Improve income and livelihoods of women and youth groups			
Investors support institutions (TIC, TANTRADE, TCCIA, EPZA)	Quick returns on agricultural productive activity(ies)			
Quality assurance institutions (TBS, OSHA TFDA)	Accurate statistical data are timely available and shared among public and private stakeholders			
Packaging material manufacturers				

Stakeholders	Expectations	Information needs	Means/Channels	Existing Gaps
Research Institutions (e.g. TARI, COSTECH, TALIRI, TAFIRI, ESRF)  Transporters	Road infrastructures are possible throughout the year for transportation of crop inputs and produces  Farmers and traders are well organized and networked to reduce transportation costs  Transportation facilities for agricultural produce and products are available and affordable (e.g. vehicles with cold facilities).			

## 2.7 Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

SWOC analysis is a strategic planning tool that has been used to evaluate strengths, weaknesses, opportunities and challenges in developing the communication and knowledge management strategy. Based on the goals and objectives of ASDP II, SWOC has been used to identify internal and external factors that are favourable and unfavourable in achieving them.

Strengths and weaknesses are internal factors whereby; strengths are those factors which are good and work in favour, and must be used to work in advantage. Whereas weaknesses are factors that work against, and must be avoided for effective communication. Opportunities and Challenges are external factors; whereby opportunities might work in favour if they can be recognized and capitalized. Conversely, challenges might hamper efforts and must be identified and managed. In assessing complexity of the agricultural sector through the three subsectors (crop, livestock and fisheries), the priority CVCs and the four components of ASDP II, SWOC analysis was used to identify the critical areas, strengths, weaknesses, opportunities and challenges. In addition, the analysis came up with communication solutions to build on the strengths, avoid the weaknesses, capitalize on opportunities and manage challenges. Table 3 is a detailed output of the SWOC analysis.

**Table 3: Strengths, Weaknesses, Opportunities and Challenges**

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES	SOLUTION
<b>Critical Area: Inputs</b>				
<ul style="list-style-type: none"> <li>Available policies, rules and regulations on inputs</li> <li>Willingness of input agro-dealers to invest in inputs businesses.</li> <li>Willingness of farmers, livestock keepers and fish farmers/folks to apply inputs</li> <li>Government support to invest in input production</li> <li>Researchers and extension workers at national, regional and local level</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate government support of input subsidies</li> <li>Inconsistency policies, rules and regulations</li> <li>Untrained agro-dealers compromise input quality, safety and correct use by end-user</li> <li>Most of inputs labels are written in English</li> <li>Irregularity of inputs supply</li> </ul>	<ul style="list-style-type: none"> <li>Unexploited market of inputs</li> <li>Investment opportunities on inputs production</li> <li>Media and social networks for information dissemination</li> <li>Availability of raw materials for production of inputs</li> </ul>	<ul style="list-style-type: none"> <li>Inadequate capacity to produce inputs locally as most are imported</li> <li>Low purchasing power of inputs</li> <li>High capital for investment on input business</li> <li>Poor distribution networks of inputs</li> <li>Limited access to investment capital</li> </ul>	<ul style="list-style-type: none"> <li>Advocacy for investment on internal capacity to produce inputs</li> <li>Advocacy for use of Kiswahili for labelling agro-inputs</li> <li>Advocacy for government support of input subsidies</li> <li>Advocacy for agro-dealers acquisition of requisite training on inputs handling, safety and use</li> </ul>
<b>Critical Area: Production</b>				
<ul style="list-style-type: none"> <li>Research institutions have developed numerous crops, livestock and fish farming technologies</li> <li>Developed local capacity of farmers, livestock keepers and fish farmer/folk local capacity to produce crops, livestock and fish</li> <li>Established commodity boards for specific CVCs</li> <li>Established policies, rules and regulations that support agricultural production</li> <li>Established public and private extension services at national, regional and local level</li> </ul>	<ul style="list-style-type: none"> <li>Low use of machinery in crop, livestock and fisheries subsectors</li> <li>Low use of improved agricultural technologies to enhance production and productivity</li> <li>Lack of rules and regulation to protect agricultural land</li> <li>Poor dissemination of market information</li> <li>Information sharing among stakeholder</li> </ul>	<ul style="list-style-type: none"> <li>Public finance from agricultural window and commercial bank</li> <li>Availability internal and external market for agricultural produce and products</li> <li>Availability of agricultural land (crop, livestock and fisheries)</li> <li>Conducive environment for production i.e. peace and harmony</li> </ul>	<ul style="list-style-type: none"> <li>Climate change</li> <li>High bank loans interest</li> <li>Bureaucracy of acquiring required permit</li> <li>Outbreak of pests and diseases</li> <li>Increasing natural resources competition</li> <li>Increase in cost of production</li> <li>Inadequate land use planning and tenure for land users</li> </ul>	<ul style="list-style-type: none"> <li>Sensitization and awareness creation programmes</li> <li>Enhance information and knowledge sharing</li> <li>Advocacy for improved working environment</li> <li>Advocacy for enactment of agricultural land law protection</li> <li>Advocacy for mindset change for the youths involvement in agricultural</li> </ul>



STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES	SOLUTION
<ul style="list-style-type: none"> <li>• Tax incentives on storage equipment</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate youth engagement in agricultural initiatives</li> <li>• Poor land use and water management</li> <li>• Inadequate information on available rural financial institutions</li> <li>• Inadequate participation of private sector in Extension Services</li> </ul>			<ul style="list-style-type: none"> <li>• initiatives along the value chain</li> <li>• Advocacy for proper land use and water management technologies.</li> <li>• Advocacy for participation of Private sector in Extension Service provision</li> </ul>
<b>Critical Area: Postharvest</b>				
<ul style="list-style-type: none"> <li>• Tax incentives on storage equipment</li> </ul>	<ul style="list-style-type: none"> <li>• High post-harvest loss</li> <li>• Poor handling of produce</li> <li>• Inadequate knowledge on postharvest management</li> </ul>	<ul style="list-style-type: none"> <li>• High production in agricultural sector</li> </ul>	<ul style="list-style-type: none"> <li>• High cost of postharvest facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitization, awareness creation programmes</li> <li>• Dissemination of postharvest management technologies</li> </ul>
<b>Critical Area: Processing and Value addition</b>				
<ul style="list-style-type: none"> <li>• Supportive Government policy and investment drive on processing and value addition</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate processing facilities and infrastructures</li> <li>• High running costs</li> <li>• Low capacity of processing.</li> <li>• Low skills and knowledge in processing</li> </ul>	<ul style="list-style-type: none"> <li>• Willingness of the private/ associative agribusiness development investment</li> <li>• Availability of raw materials</li> </ul>	<ul style="list-style-type: none"> <li>• Unreliable value addition opportunities</li> <li>• High capital investment</li> <li>• Need for specialized skilled labour</li> </ul>	<ul style="list-style-type: none"> <li>• Sensitization and awareness creation programmes</li> <li>• Advocacy for increased investment on value addition and processing on agricultural produce</li> <li>• Dissemination of processing technologies</li> </ul>

STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES	SOLUTION
<b>Critical Area: Marketing and sales</b>				
<ul style="list-style-type: none"> <li>· Tanzania is strategically positioned and geographical advantage</li> <li>· Increasing population for internal market</li> <li>· Government support</li> </ul>	<ul style="list-style-type: none"> <li>· Poor market infrastructure and facilities</li> <li>· Lack of Standard and certified products</li> </ul>	<ul style="list-style-type: none"> <li>· Availability of domestic and regional market (EAC, COMESA, SADC)</li> <li>· Improvement of Technology (Digital Marketing)</li> </ul>	<ul style="list-style-type: none"> <li>· Poor market information system</li> <li>· Unreliable markets/ price fluctuations</li> <li>· Low capital among producers in transporting and exporting their produces.</li> </ul>	<ul style="list-style-type: none"> <li>· Promotion of locally produced for increased consumption</li> <li>· Advocacy for Standard and certified products</li> </ul>
<b>Critical Area: Transportation</b>				
<ul style="list-style-type: none"> <li>· Improved transportation infrastructure</li> <li>· Availability of facilities for transportation</li> </ul>	<ul style="list-style-type: none"> <li>· Poor feeder roads infrastructure.</li> <li>· Inefficient use of transport facilities suitable for agricultural produce and products</li> </ul>	<ul style="list-style-type: none"> <li>· Availability of transportation means (Air, railway, water and ground transport)</li> <li>· Availability of transportation through private sector</li> <li>· Private sector willingness to invest in transportation</li> </ul>	<ul style="list-style-type: none"> <li>· Bureaucratic procedures on transportation</li> <li>· Seasonal roads</li> <li>· Inadequate transportation facilities</li> <li>· High transportation cost.</li> </ul>	<ul style="list-style-type: none"> <li>· Sensitization, awareness creation to agricultural stakeholders</li> </ul>

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## 2.8 Key communication issues

- 2.8.1 The key communication issues have been derived from the ASDP I lessons learnt, stakeholders' analysis, and SWOC analysis. The analysis identified communication gaps of various stakeholders along the value chain to ensure that they are well captured and addressed by this strategy. Thus, from the analysis the key communication and knowledge management issues are as listed below: Inadequate information, knowledge and skills of stakeholders on inputs, production technologies, postharvest management, processing and value addition; and marketing and sales
- i). Quantity, quality and type of inputs required;
  - ii). Accessibility (quantity, quality, price, type) and timely availability of inputs;
  - iii). Efficient and effective use of inputs e.g. improved seeds, livestock breeds (Artificial Insemination and embryo transfer), fingerlings, fertilizers, agrichemicals, veterinary drugs, vaccines, acaricides, livestock feeds, fish feeds and fish Nets;
  - iv). Use of available and appropriate communication and multimedia channels including modern ICTs to communicate with agricultural stakeholders to complement extension and research service provider's efforts;
  - v). Appropriate technologies, practices, innovations and mechanizations;
  - vi). Agricultural support services for sustainable agricultural production;
  - vii). Land use planning and tenure for land users;
  - viii). Water and land use management, rules and regulations; and
  - ix). Availability and access to sustainable rural finance
- 2.8.2 Weak research, extension, farmer linkages for effective coordination of Public and Private Extension services providers
- i). Hampers processes community involvement to identify priority, demand driven, client oriented researchable issues;
  - ii). Ineffective sharing of information, knowledge and experience between researchers, extension officers and communities; and
  - iii). Ineffective use of Ward Agricultural Resource Centres, Fisheries Resource Centre's and Livestock Resource Centres
- 2.8.3 Inadequate coverage of crops, livestock and fisheries issues by media houses.
- 2.8.4 Inadequate promotion of processed agricultural products, postharvest improved storage and transportation facilities,

- 
- 2.8.5 Lack of awareness of market information system
- i). Reliable and potential domestic and external markets for agricultural produce and their products (e.g. the type, quantity and quality, place and price) and low bargaining power and negotiation skills of farmers, livestock keepers and fisheries cooperatives/groups
  - ii). Status of rural roads infrastructure and weather forecast and lack of technical capacities to respond to climate changes challenges
- 2.8.6 Inadequate stakeholders understanding of the sector policies, rules, regulations, and guidelines governing agricultural activities along the value chain
- 2.8.7 Ineffective coordination of ASDP II stakeholders including State and Non-State Actors smooth sharing of information, knowledge and experiences for achieving ASDP II goals
- 2.8.8 Weak coordination and collaboration within and among government communication units and farmers education units in ASLMs and LGAs;
- 2.8.9 Inadequate knowledge and skills of communication units to produce, gather, analyze, document lessons learnt, disseminate and share agricultural information at all levels
- 2.8.10 Low level of understanding of stakeholders on ASDP II priority areas of investment
- 2.8.11 Inadequate understanding of each element (Ministry, Department, Agency, Local Government) has to play in the entire process of implementing ASDP II
- 2.8.12 Inadequate understanding of the youths and women on opportunities for effective involvement in agricultural as business interventions.
- 2.8.13 Weak and untimely feedback mechanisms
- 2.8.14 Need for harmonization of multiple regulatory agencies on fish, livestock, crop and their products to reduce tax, fees and levies on packaging and storage materials

## CHAPTER THREE

# THE STRATEGY

### 3.1 Introduction

Most importantly, the situation analysis (in chapter two) has come up with the key communication and knowledge management issues which the strategy will attempt to mitigate. This chapter focuses on strategies for addressing the key communication and knowledge gaps among identified key stakeholders in value chains. Among the identified communication gaps the major ones are with respect to inadequate information, knowledge and skills of stakeholders on issues related to inputs, production, postharvest management, processing and value addition, and marketing and sales. Weak research extension farmer linkages, weak coordination, inadequate promotion and lack of awareness are among issues which the strategies in this chapter will address.

The strategies mainly focus on communicating to inform, for awareness raising, improved knowledge and understanding and marketing. Others include communicating to persuade, advocacy for policy change, and finally for taking actions. A combination of strategies and tactics will be used to include social behaviour change communication (SBCC), communication processes for adoption of agricultural innovations and social mobilization. In addition, this strategy provides a framework to guide the coordination efforts to mobilize different state and non-state partners in raising awareness, promoting knowledge and engaging stakeholders, especially those crop farmers, livestock keepers, fish farmers and fish folks to obtain desired results. Where applicable, some strategies have been adopted to address the communication challenges and to build on the lessons learnt from ASDP 1 CKM strategy.

### 3.2 Goals and Objectives

The main objective is improving information flow, knowledge management, sharing, and learning and create good relationship between actors to achieve Programme goals and impacts. Specifically, it aims at:

- i) Communicate for enhancing coordination and collaboration with and among Government, private sectors, Development Partners and Non-State actors in planning, implementing and Monitoring and Evaluation of ASDP II
- ii) Inform and influence change by providing information, knowledge, and skills to raise awareness, improve understanding and facilitate out/upscaling and sharing of good practices for improved agricultural productivity, profitability and commercial market-oriented of prioritized crops, livestock and fisheries commodities

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- iii) Build capacity of ASLMs, RSs and LGAs on communication and knowledge management; including use of modern ICT, social media and traditional mass media communication for enhancing agricultural transformation
  - iv) Advocate to creating favourable environment through review of agricultural development policies, rules/acts, regulations and guidelines;

### **3.3 Target Audiences**

A target audience is the intended recipient of a publication, advertisement, or other message. In marketing and advertising, it is a particular group of consumers within the predetermined target market, identified as the targets or recipients for a particular advertisement or message. In this strategy, a great deal of efforts was spent in identifying stakeholders and their communication needs. This will be used as mirror image when developing messages and IEC materials.

The Agricultural sector by nature of its activities touches lives of many people as it is observed in respective commodity value chains (crops, livestock and fisheries) which involve several players from input, production, postharvest, processing and value addition, marketing and sales value chains. This is also reflected in the complexity of implementers of ASDP II from the national, regional, district and village level. This is the reason; any communication strategies must start with a clear understanding of the target audience. Therefore, this CKM strategy has a long list of target audiences that come along the ladder of ASDP II implementation approach as analysed in chapter two. However, depending upon the choice of and the type of issue to be dealt with, some specific target audiences may be opted for in the strategy. From the situation analysis (Table 1) the main target audience of any communication intervention may include any of the following stakeholders: crop farmers, livestock keepers, fish farmers and fish folks, processors, input suppliers, traders, financial institutions, professional associations, non-state actors, government institutions, agencies and development partners. The target audience guide the decisions on who, what, when, where, why and how a particular message will be developed and communicated.

### **3.4 Strategies**

Strategies are combination of approaches to be taken for achieving goals. In this communication strategy a combination of various strategies will be used depending on target audience and output to be achieved. The strategies have been prepared basing on key communication needs and gaps which were identified in the stakeholders' situation analysis along the ASDP II value chain for crop, livestock and fisheries subsectors, SWOC analysis and communication media landscape. The main areas of the communication and knowledge management strategies include: i) Communication for enhancing coordination and collaboration ii) Communication to inform and influence change iii) Communication for building capacity on knowledge management iv) Communication for promotion and advocacy.

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### **3.4.1 Communication for enhancing coordination and collaboration**

- i) Ensure communication coherence, and synergies among stakeholders in implementing ASDP II.
- ii) Create stakeholders' alliances to mobilize resources for investment on priority areas (on-budget and/or off -budget) along commodity value chains of the crop, livestock and fisheries subsectors.
- iii) Enhance coordination of Public and Private Extension services providers for effective extension service delivery.
- iv) Create networking and information system on the sector interventions as a key coordination mechanism at local level and District Component Platforms (DCP) to bring together major actors in priority CVC to develop and effectively implement various activities.
- v) Improve understanding among ASLMs, RSs and LGAs on their roles in the implementation of ASDP II
- vi) Establish effective communication and efficient feedback mechanisms
- vii) Enhance coordination among ASLMs and LGAs communication units that is Extension unit and Government Communication Units (GCU)

### **3.4.2 Communication to inform and influence change**

- i) Proactive provision of information, knowledge and innovations along the inputs, production, postharvest management, processing and value addition, and marketing and sales value chains.
- ii) Create awareness of stakeholders on the sector policies, rules, regulations, and guidelines governing agricultural activities along the commodity value chains
- iii) Sensitization of local communities on the importance of consuming locally processed agricultural products
- iv) Sensitization of reporters and journalists including media houses to increase coverage of agricultural issues (crops, livestock and fisheries).
- v) Promotion of agricultural opportunities and appropriate technologies to encourage the Youth and Women involvement in agricultural commodity value chains

### **3.4.3 Communication for building capacity on Knowledge management**

- i) Establish strong functional linkages for planning, implementation, M&E system with communication functions at national and local levels
- ii) Build the capacity on CKM to ASLMs, Regions and LGAs for effective and efficiency implementation
- iii) Conduct baseline study on Communication and Knowledge Management which is useful for M&E and outcome measurement at the end of the implementation of the strategy

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### 3.4.4 Communication for promotion and advocacy

- i) Promote networking and linkage between research, extension and other stakeholders to smoothen information, knowledge and experience sharing for effective ASDP II implementation;
- ii) Promote the use of available, appropriate communication channels to extension services and use of modern ICT (internets, mobile phones) to disseminate agricultural information and knowledge to stakeholders to complement Extension service provider's efforts;
- iii) Promote integrated resource (land and water) management for crops, livestock and fishery for sustainable production and impart knowledge on the rules, regulations and guidelines governing land and water use to stakeholders;
- iv) Advocacy for harmonization of multiple regulatory agencies on Fisheries, Crops and Livestock value chain to reduce taxation fees and levies; and
- v) Advocacy for land use plans and allocation for sustainability of the agricultural sector (i.e. crops, livestock (pastures and rangelands) and fisheries) and secure tenure for land users for reduction of land use conflicts

## 3.5 Activities

To achieve the objectives a number of activities must be implemented for each strategy as outlined in this section.

### 3.5.1 Communication for enhancing coordination and collaboration

- i) Conduct roundtable dialogue between the Government, Development Partners, Private sector, and Non-State Actors
- ii) Compile reports for sharing to stakeholders and partners
- iii) Organize regular meetings to discuss and share experiences, challenges and opportunities
- iv) Establish ASDP II portal and coordinate regular updating for sharing of data, information, events and success stories
- v) Increase visibility of ASDP II by promoting through national, regional and international forums
- vi) Conduct regular meetings within and among Communication units (GCUs, farmers education/extension units) in ASLMs and LGAs for effective implementation of the CKM strategy towards achieving ASDP II goals
- vii) Conduct media forums, meetings, workshops to sensitize and educate Journalists and Reporters for improving quality on coverage of agricultural related issues (crops, livestock and fisheries).

### 3.5.2 Communication to inform and influence change

- i) Prepare IEC materials on inputs, production, postharvest, processing/ value



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- ii) addition and marketing/sales value chain and disseminate to stakeholders;
  - ii) Sensitize private sector to commit resources for investment in agricultural commodity value chains;
  - iii) Repackage agricultural technologies and innovation in user friendly format (print and/or electronic) for dissemination to targeted audiences;
  - iv) Participate in national events such agricultural shows (Nanenane), Trade Fairs (Saba Saba), Field days (Mvuvi day, Maziwa wiki etc.) for publicity agricultural technologies and innovations, along the value chains;
  - v) Conduct meeting/workshops/seminars with researchers, extension service providers, training institutions for sharing information, knowledge, skills, innovations and experiences for effective agricultural research and extension service delivery;
  - vi) Prepare and disseminate TV, Radio, printed materials and social media messages to inform and educate target audience on integrated resource (land and water) management for sustainable agricultural production;
  - vii) Prepare and disseminate information and educational materials on potential domestic and external markets for agricultural produce and their products to target audience along the commodity value chain;
  - viii) Conduct meeting, training workshops with crop farmers, livestock keepers and fisheries cooperatives/groups to educate on market bargaining power and negotiation skills;
  - ix) Prepare radio, televisions programs, social media messages and conduct meetings with crops farmers, livestock keepers, Aqua farmer cooperative union, processors and other actors along the Commodity value chain to inform and educate on the available sustainable rural finance;
  - x) Prepare and disseminate promotional materials through mass media, social media, national and local events on processed products and their use;
  - xi) Use multimedia (Prepare TV& Radio programmes, printed media, social media and Cultural festivals (drama etc) to sensitize stakeholders on the importance of basic data, keeping data/records and collection of accurate agricultural data along the value chain;
  - xii) Meeting to establish a link with Meteorology institution to get timely information on weather forecasts and prepare information and education materials to inform and educate agricultural stakeholders e.g. Website link;
  - xiii) Prepare and disseminate educational materials to inform, educate and develop interest of the youths and Women groups on available agricultural opportunities e.g. markets, finances, inputs, lands, appropriate agricultural technologies along the agricultural commodities value chains;

### **3.5.3 Communication for building capacity on Knowledge management**

- i) Organize workshops/seminars with ASLMs, RSs, LGAs staff and other service providers to impart knowledge and skills on the use of modern ICT and social media for improving extension service delivery efforts

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- ii) Train journalists and reporters on specialized reporting of agricultural issues
  - iii) Conduct training programs on communication and knowledge management and use of modern ICT and social media to GCUs staff from ASLMs, RSs, and LGAs
  - iv) Conduct baseline study to determine knowledge, attitude, practices, challenges and opportunities of stakeholders on communication and knowledge management at national, regional and local levels.

### **3.5.4 Communication for promotion and advocacy**

- i) Advocate for support towards retooling and effective use of WARC and WLRC by the farming community. to cover all wards;
- ii) Update crops subsector ICT policy and ICT Master Plan development to incorporate livestock and fisheries subsectors;
- iii) Advocate for partners support in the designing of sector information management system and equipping ASLMs with mini –data centres and LANs for reliable internal and external communications;
- iv) Advocate for support to create database of key stakeholders at local and national levels to smoothen information flow, learning and sharing of agricultural sector knowledge and innovations especially through modern ICT and instituting a Free call numbers for personalized advisory services;
- v) Advocate for support on acquisition of ICT equipment to enhance provision of quality information services and building capacity of TARI centres, ATIs, LITA, FETA on ICTs;
- vi) Advocate for harmonization regulatory agencies to reduce taxes, fees and levies;
- vii) Advocate for instituting a sustainable land use plans and protection of agricultural sector (i.e. crops, livestock (pastures and rangelands) and fisheries) and secure tenure for land users for reduction of land use conflicts; and
- viii) Advocate for land use plans and allocation of land for crops, livestock (pastures and rangelands) and fisheries; with an elaborate land tenure system to reduce land use conflicts.

## **3.6 Key Messages**

Developing key messages of a communication strategy is an important undertaking to ensure there is communication coherence at national, regional and local levels implementing the ASDP II. Key messages to reach target audience should provide an overview regarding: What are goals and objectives of ASDP II? What problems ASDP II can solve? What are the benefits of ASDP II? What are the achievements of ASDP II? Different target audiences may have different sets of messages packaged in different formats and structures. Some example of key messages for ASDP II target audiences may include the following: -

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### **3.6.1 Sample Messages for crop farmers, livestock keepers, fish farmers and fish folks**

- i) Use of improved agricultural technologies and innovations are necessary conditions increasing production and productivity
- ii) Poor postharvest management cause 40 percent losses of agricultural produces
- iii) Processing and value additions provide market assurance of agricultural produces and products

### **3.6.2 Sample Messages for agricultural inputs suppliers/agro-dealers**

- i) Quality inputs supplied and sold will increase incomes of crop farmers, livestock keepers and aqua farmers/fisher folks and be more empowered to purchase more inputs for investment in production of agricultural produce each season.
- ii) Agricultural inputs business should be undertaken by qualified agro-dealers for safe handling and application of agrichemicals by crop famers, livestock

### **3.6.3 Sample Messages for the private sector stakeholders**

- i) The Government is committed to provide favourable environment for investment in agricultural sector with sound policies and regulatory framework to enable participation of the private sector to invest in agricultural commodity value chains through ASDP II
- ii) ASLMs have favourable policies, programmes, strategies, rules, regulations and guidelines that support private sector to do business in crops, livestock and fisheries subsectors commodity value chains.

### **3.6.4 Sample Messages for processors**

- i) There are potential domestic and external markets for processed agricultural produce and their products
- ii) There is great opportunity to invest in processing of agricultural commodities

### **3.6.5 Sample Messages for Development Partners**

- i) ASDP II has been designed with flexibility for development partners to channel their investment support on-budget and/or off -budget,
- ii) The government and the farming communities in Tanzania are appreciative for your continued support in improving livelihood of poor people

### **3.6.6 Sample messages for the Youth and Women cooperatives/ groups**

- i) You can change your life and reach your dreams, opportunities are plenty in agricultural value chains, explore them and start now!

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- ii) Want a reliable business of your own? Doing agricultural as business can be a permanent solution and have better life for your life long!
  - iii) Want to employ hundreds? Doing agricultural as a business will take you there!

### 3.6.7 More on key messages

Crafting key messages is an art which needs a great deal of creativity and quite involving considering the dynamism of target audiences and changing situation. It will be unrealistic for this document to attempt to be exhaustive in developing messages for all target audiences. The sample key messages above provide an opportunity for implementers of this communication strategy to develop other realistic messages which are specific to their target audiences. As such the key messages can be developed in any of the following areas basing on situation and type of target audiences.

- i) The roles and responsibilities (including Ministry, Department, Agency, Regional Secretariat and Local Government Authorities), area of investment and collaboration in the entire process of implementing ASDP II;
- ii) Appropriate communication channels and use of modern ICT to complement Extension service provider's efforts;
- iii) Community research and training needs;
- iv) ASDP II Coordination mechanisms/structure (Public and Private sectors);
- v) Regulatory agencies with taxation fees and levies for harmonization under Fisheries, Crops and Livestock;
- vi) Agricultural basic data along the value chain;
- vii) Status of Rural infrastructures (roads, storage facilities, market place etc);
- viii) Weather forecast information;
- ix) Agricultural land use and water management for crops, livestock and fishery;
- x) Research and Extension services delivery;
- xi) The CKM progress and evaluation reports;
- xii) ASDP II progress and Evaluation reports;
- xiii) Empowerment on marketing, bargaining and negotiation skills;
- xiv) Sustainable rural finance institution and financial opportunities;
- xv) Agricultural processed products and their use;
- xvi) Agricultural quality assurance standards and certified products;
- xvii) ASLMs and LGAs Communication units' roles, capacity and area of collaboration between GCU and Extension units; ASLMs and Journalists/ reporters;

## 3.7 Communication Channels and Tools

The choice of appropriate channels and tools is an important aspect for effectively communicating key messages to the target audiences. The channels and tools to choose should guarantee that the messages will reach the target audience. Other considerations for choosing channels and tools include the frequency of access and preference, credibility of the medium content, style, authoritative and relevance to the target group's motives and interests. The channels and tools choices may include the following:

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- i). **Print – Newspapers, Newsletters, Brochures, flyers, posters:** Mostly used to disseminate messages and success stories mainly for the literate target audiences.
  - ii). **Radio and Television:** Used to disseminate massively the news stories, documentaries and talk shows on achievements of key milestones or showcase success stories at both national and local levels. The main focus is the community while technical people and policy makers provide the knowledge on issues of concern raised by the grassroots people.
  - iii). **Social media platforms: - Facebook, twitter, YouTube, blogs, LinkedIn, and Flickr:** Create opportunities to explore many new ways to interact with audiences especially to the youths.
  - iv). **Online platforms: – websites, web portals, e-mail alerts, e-newsletters, intranet and mobile SMS:** Provide avenues for databases and important messages to be sent to the intended audiences. They are interactive increasingly gaining its importance as the case for social media; to deliver news and opinions while providing immediate response to online queries and comments.
  - v). **Multimedia: – audio and video files:**
  - vi). **Media communication- press conferences, media advertising and press releases:** Are important tools used to reach out information to target audience through the mass media.
  - vii). **Meetings, workshops, seminars and Tele/video conferences:** Are means for sharing information suitable for specific group of audience to reach shared goal.
  - viii). **Events: – national, regional and international:** Agricultural shows, Trade Fairs, World Food Day, agricultural field days, research demonstrations at community level, Farmer Field School (FFS) and many other national events are suitable avenues for reaching target audiences with important messages.
  - ix). **Folk media: – songs, drama, arts, dances, music: Folk media:** is an effective means of communication in today’s world since it helps connect people with their cultures and revives the lost culture of the society. **Folk media** forms the language of expression for the local populace and gives them a chance to voice out their opinions on various issues
  - x). **WARCs/WLRCs:** Are important avenues where extension officers, farmers, livestock keepers and fish farmers can access information knowledge and innovations for better farming.

In this strategy, Table 1 indicates possible communication channels for each stakeholder from which selection can be made depending on the type of message and target audience.

### 3.8 Feedback Mechanism

It is important to set a feedback mechanism that will allow a “sender” of the messages to receive a feedback smoothly from a “receiver” because it helps the communicator to know whether the message has reached the target audience, understood and use it. In order to have effective feedback there is a need to devise a means of collecting it from

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the target audience. This may involve asking the target audience members whether they remember the message, how many times they received it, what point they recall, how they felt about the message, and their past and present attitudes towards agricultural interventions and some new technologies received and tried out or practiced.

However, the means of collecting feedback may vary depending on the media used to send out messages. For example, some TV and radio programmes may be structured to allow phone-ins from the listeners. Whereas some newspapers, newsletters and magazine collect feedback through inviting and printing letters to the editor, creating advertising space, initiating competitions with prizes for winners. For websites it is possible to measure the exposure by putting a hit counter for counting the numbers of visitors to the site. Social media accounts such as Facebook, twitter and Instagram can else well be used to provide feedback through questions and contributions from visitors.

Collecting feedback while the programme is being aired provide an opportunity for the organizers to get a feel of whether people actually listened or watched the programme. This provides a chance to rethink before it is too late. During implementation of this communication strategy, various feedback mechanisms may be put in place by different players to track whether the messages are reaching the target audience. The strategy will also provide a two-way flow of information and knowledge on agricultural issues.

## CHAPTER FOUR

# INSTITUTIONAL FRAMEWORK AND IMPLEMENTATION PLAN

### 4.1 Introduction

This chapter provides a plan for implementing the communication strategy by different ASDP II players, encompassing the public, private sector, development partners, local and international NGOs, and CSOs. For public sector, the implementation will be undertaken through existing government structures as stipulated in the ASDP II programme document. The plan includes roles and responsibilities of the various sector institutions and stakeholders.

### 4.2 Prime Minister's Office

The PMO is entrusted to be the overall coordinator of ASDP II, as such will use this strategy for effective coordination of the programme. It is anticipated that, through the GCU and ICT unit, the PMO will use relevant channels of communication such as mass media, social media to communicate and disseminate important messages to stakeholders on ASDP II implementation. Furthermore, the PMO websites will be populated with relevant contents regarding the operationalization of ASDP II, including schedules of National Agricultural Sector Stakeholders Meetings (NASSM) and other important meetings. The PMO will also use this strategy to collate reports from sector ministries which will be used to closely oversee the implementation of the programmes activities by the stakeholders and track progress through the NACOTE.

### 4.3 National Coordination Unit (NCU)

The communication strategy will be used by the NCU to enhance coordination of the ASDP II. The NCU in collaboration with the GCUs and ICT units, will enhance communication with relevant stakeholders implementing the programme. For effective communication, stakeholders' platforms will be established to ensure that there is smooth flow of information with specific CVCs. The NCU will use this CKM strategy as a tool for collection, storage, processing and dissemination of information to the stakeholders as well as to receive feedback which will guide decision making by relevant organs along the implementation hierarchy of ASDP II.

The NCU in collaboration with GCUs and ICT units will choose appropriate channels such as mass media and social media (Facebook, blogs, twitter, Instagram and WhatsApp) to communicate with stakeholders on programme implementation, and document achievements and lessons learnt through the ASLMs.

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## 4.4 Agricultural Sector Lead Ministries

The strategy will be used by the Agricultural sector Lead Ministries (ASLM's) as management tool for effective implementation of ASDP II. The ASLMs Extension Units, GCUs and ICT units will use the strategy to collect, document and disseminate success stories of ASDP II. In addition, the strategy will be used to enhance the flow of information among public sector institutions, such as ASLMs, PO-RALG, NCU and PMO. Through this strategy, information on programme implementation will be gathered, documented, repackaged and disseminates to stakeholders using appropriate communication channels. Basing on the changing mass media landscape, the GCUs in collaboration with ICT units will use this strategy to establish relevant platforms for targeting messages to stakeholders. Social media (Facebook, blogs, twitter, Instagram and YouTube) will be exploited to keep stakeholders well informed and connected in every stage of implementation of ASDP II activities in each sector ministry. The Websites of each sector ministry should be populated and regularly updated with relevant information on ASDP II for stakeholders to access when appropriate.

At the Regional Secretariats (RSs) and Local Government Authorities (LGAs) the communication strategy will guide, supervise and document projects implemented by different stakeholders in their locality. Since most of CVCs are implemented at local level, the CKM strategy will be an important management tool to collect and document all interventions, achievements, lessons learnt, resources investment, and use ICTs to store and share with other government institutions up in the hierarchy of ASDP II implementation. The strategy should be used to strengthen Extension units, GCUs and ICT units at regional and local levels, for them to be effective in facilitating documentation and flow of information from the grassroots to the national level. The strategy, should be used to link farmers, livestock and fish farmers/folks with district, ward and village extension officers to effectively communicate information on Technology Innovation Management Practices (TIMPs) including Good Agricultural Practices (GAPs) and Climate Smart Agriculture (CSA).

It is expected that, with the implementation of this communication strategy, the websites of Regional Secretariats and Local Government Authorities will be populated with relevant information including projects, CSOs and NGOs operating on agriculture at local level. Use of Social media communication is encouraged to connect with specific stakeholders operating at the local level and to reach other players at national level. In addition, the regional and LGAs will use the communication strategy to establish information sharing platforms on priority areas of investment along the CVCs to the private sector including Development Partners, CSOs and NGOs.

The strategy will also be used by Research Institutions and Academia in sharing the research findings and various innovations along the whole ASDP II value chains. The strategy will also enhance the feedback mechanism from the users of new innovations to researchers and academia.



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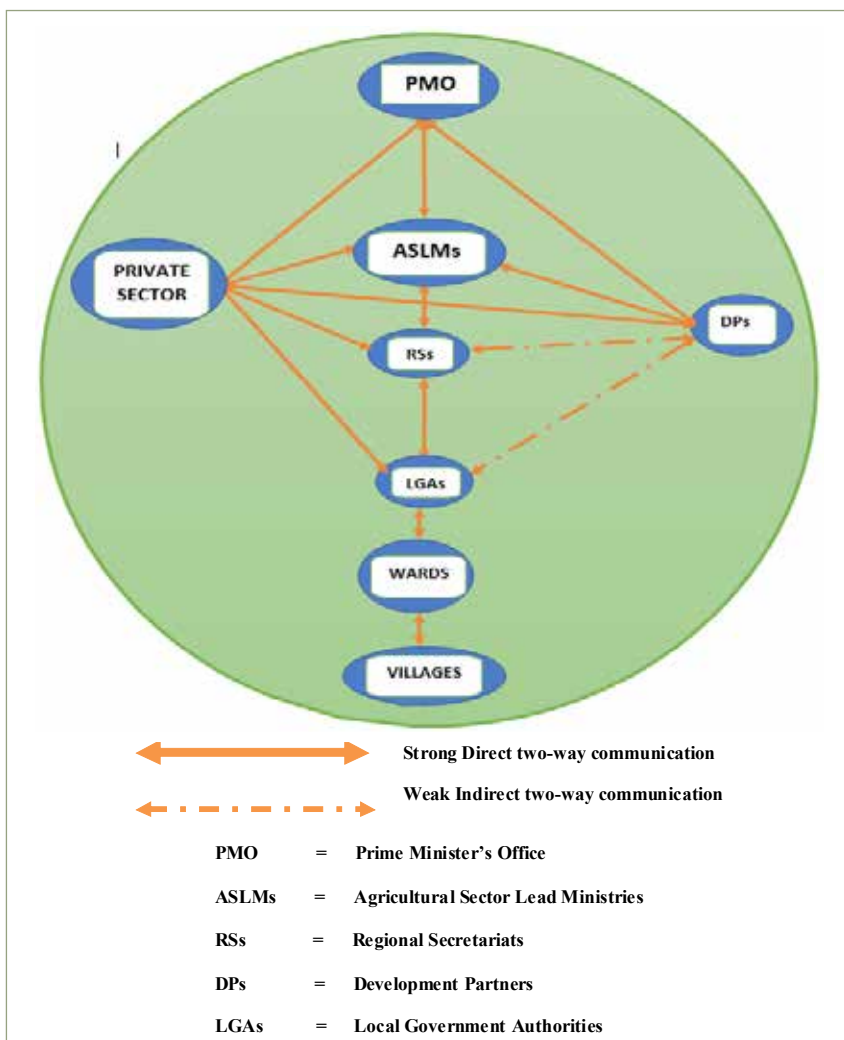
## 4.5 Private Sector

The private sector is regarded as the engine of growth; thus, the communication strategy will be used by the private sectors players including crop, livestock and fish farmers/folk, Non-Governmental Organizations, Community Based Organizations, financial institutions, farmers organisations and associations to communicate and share information about their investments and initiatives along the CVCs. The communication strategy will improve transparency, among players for effective implementation of ASDP II. As a management tool, and through this strategy the private sector will continuously access information from the public sector, development partners and Non-State Actors on opportunities for investment and collaborations.

In implementing this strategy, the Non – State Actors (NSAs) as important part of the Private Sector fraternity, they will be better placed in getting important information on the implementation of ASDP II which includes government decisions on the identified areas of investments, tax, investment incentives and other important changes in policies, regulations and guidelines. Moreover, the communication strategy will be used by the Non – State Actors in communicating with the private sector and Government institutions at national and local levels

## 4.6 Development Partners

The communication strategy will be used by DPs to share information on areas of investment and resources committed in ASDP II implementation off -budget or on – budget. This information will be accessed across by NCU which will be used in reporting the programme implementation. Proper documentation of projects in the DPs websites will open up opportunities for collaboration and avoid duplication of efforts among different players. It will also provide information on sector policies, regulations and guidelines governing agricultural sector development.



**Figure 5: Communication flow chart among key stakeholders**

## 4.7 Communication Plan Matrix

The communication matrix provides a summary of specific objectives, messages, activities, target audiences, expected outputs, indicators, channels, responsible agencies and time frame. In this matrix each stakeholder is guided on key communication activities to be performed to address a particular communication gap identified by the situation analysis in chapter two. Appendix I provides a detailed account on what, who, when, where, why and how this communication and Knowledge Management strategy will be implemented by each stakeholder.

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## 4.8 Budget

Budget is an essential part of this communication and knowledge management strategy. Each Communication activities will only take place when supported by a realistic budget that is linked to the achievement of objectives of the communication strategy. The strategy will be financed within the ASDP financing modalities, off-budget and/or on-budget funding sources. Each activity has inputs required for preparation of specific budgets at different level of implementation of the communication strategy. Different requirements at NCU, ASLMs, PO-RALG, RS and LGAs; will determine the actual budgets required to implement this strategy. The indicative budget for each activity is as shown in Appendix 2.

## CHAPTER FIVE

# MONITORING, EVALUATION AND LEARNING

### 5.1 Introduction

Monitoring, Evaluation and Learning is an important undertaking for this strategy implementation. It will focus on baseline survey for collection, synthesis and analysis of inputs, outputs, outcomes and impact of communication initiatives and assessing various indicators. Monitoring will be done in three levels: - i) measuring activity ii) measuring media coverage iii) measuring audience impact.

### 5.2 Measuring Activity

Activities will be monitored by assessing the communication and knowledge management interventions based on the following indicators: -

- i) The number of informal and formal meetings to share knowledge on agricultural and livestock development issues
- ii) Number of lessons gathered, packed and shared
- iii) Number of progress and mid-review reports produced and shared
- iv) The number of news releases sent out and articles published
- v) The number of brochures, booklets, videos produced and distributed
- vi) The number of requests for information
- vii) The number of visitors to the website

These indicators will measure and track the level of communication strategy implementation and show the dissemination efforts through various communication tools. However, monitoring of this alone, do not ascertain the use of the communication tools by the intended target audience.

### 5.3 Measuring Media Coverage

Monitoring media coverage of communication campaigns through mass media – television, radio, newspapers, magazines and social media will be undertaken using some of these indicators: -

- i) The number of newspaper articles published
- ii) Count the number of negative, positive and neutral stories and relate back to the information provided.
- iii) Keep a file of newspaper clippings and circulate copies of articles relevant to staff members
- iv) Monitor radio and television broadcasts of agricultural programmes

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## **5.4 Measuring Audience Exposure**

This will involve measuring the exposure of the target audience to the ASDP II activities and some media. This also includes getting a feel of level of awareness of target audience of ASDP II implementation approaches. In case of phone-ins programmes, radio or television stations provide figures of responded listeners or viewers for each broadcasted ASDP II and other programmes. In case for ASDP II information in the website, assessment may be on the number of hits of visitors of the website.

## **5.5 Measuring Audience Impact**

Although it may be difficult to measure impact of public awareness activities, several methods can be used to assess ASDP II communication and KM sharing campaigns. They include questionnaire surveys, group interviews, focus groups, journalistic interviews, participatory appraisal techniques, participant observation and use of secondary data.

## **5.6 Knowledge, Attitude and Practices**

In this particular case the main focus will be to assess what the target audiences know about ASDP II and other related agricultural technologies following a communication campaign. This will include assessing their perceptions of ASDP II usefulness in solving their problems. Furthermore, the evaluation will tend to see what is happening on the ground as to whether changes are taking place in terms of the projects being implemented and the improvement in production and productivity of farming practices.

## **5.7 M and E Implications**

The results are likely to show whether the communication and knowledge sharing campaigns have been successful or tell otherwise. This will lead to find ways for improving the situation by changing approach, dropping or discontinuing some activities in the campaign.

# APPENDICES

## Appendix I: Communication and Knowledge Management strategy implementation plan matrix

ACTIVITY	CHANNELS/TOOLS	TARGET	INDICATORS	RESPONSIBLE
<b>Objective 1: Communicate for enhancing coordination and collaboration of Government, private sectors, Development Partners and Non-State actors</b>				
Conduct roundtable dialogue between the Government, Development Partners, Private sector, and Non-State Actors	Meetings, workshops, seminars and Tele/video conferences  Online platforms – websites, web portals, e-mail alerts, e-newsletters, intranet and mobile SMS	Resources mobilization	Resources mobilized	NCU, DPs, NSA
Compile reports for sharing to stakeholders and partners		Reports preparation	Number of reports	NCU, ASLMS
Organize regular meetings to discuss and share experiences, challenges and opportunities		Share experiences	Number of meetings	NCU, ASLMS
Establish ASDP II portal and coordinate regular updating for sharing of data, information, events and success stories		Establish up to date Web portal	Web portal established	NCU, ASLMS
Increase visibility of ASDP II by promoting through national, regional and international forums		Promotion of ASDP II	Number of forums	NCU, ASLMS
Conduct regular meetings of Communication units (GCUs, farmers education/extension units) in ASLMS and LGAs for effective implementation of the CKM strategy towards achieving ASDP II goals	Improved quality coverage	Implementation of CKM strategy	Number of Meetings	NCU, ASLMS
Conduct media forums, with Journalists and reporters		Number of Meetings	NCU, ASLMS	
<b>Objective 2: Inform and influence change by providing information, knowledge, and skills to raise awareness, improve understanding and facilitate out/upsaling and sharing of good practices for improved agricultural productivity, profitability and commercial market-oriented of prioritized crops, livestock and fisheries commodities</b>				
Prepare IEC materials on inputs, production, postharvest, processing/ value addition and marketing/sales value chain and disseminate to stakeholders	Radio, TV, print,	Disseminate IEC materials	Number and type of IEC materials	
Sensitize private sector to commit resources for investment in agricultural commodity value chains	Radio, TV, print	Promote investment	Number of programmes	ASLMS, NACOTE

ACTIVITY	CHANNELS/TOOLS	TARGET	INDICATORS	RESPONSIBLE
Repackage agricultural technologies and innovation in user friendly format (print and/or electronic) for dissemination to targeted audiences	Print, Radio, TV	Dissemination of Technology and innovations	Number and type of IEC materials	ASLMs, NCU
Participate in national events such agricultural shows (Nanemane), Trade Fairs (Saba Saba), Field days (Mvuvi day, Maziwa wiki etc.) for publicity agricultural technologies and innovations, along the value chains	Events	Raise awareness and Dissemination of Technology and innovations	Number of events	ASLMs, NCU
Conduct meeting/ workshops/ seminars with researchers, extension service providers, training institutions for sharing information, knowledge, skills, innovations and experiences for effective agricultural research and extension service delivery	Meetings/ workshops / seminars	Share knowledge and innovations for Improving extension services delivery	Number of meetings/ Workshops/ Seminars	ASLMs, PO-RALG, LGAs
Prepare and disseminate TV, Radio, printed materials and social media messages to inform and educate target audience on integrated resource (land and water) management for sustainable agricultural production	Print, Radio, TV, Social media	Raise awareness on Integrated resources management	Number of IEC materials	ASLMs, PO-RALG, LGAs
Prepare and disseminate information and educational materials on potential domestic and external markets for agricultural produce and their products to target audience along the commodity value chain	Print, Radio, TV, Social media	Raise awareness on domestic and external markets	Number and type of IEC materials	ASLMs, PO-RALG, LGAs
Conduct meeting, training workshops with crop farmers, livestock keepers and fisheries cooperatives/groups to educate on market bargaining power and negotiation skills.	Meetings, Workshops	Increase understanding on marketing skills	Number training meetings/ workshops	ASLMs, PO-RALG
Prepare radio, televisions programs, social media messages and conduct meetings with crops farmers, livestock keepers, Aqua farmer cooperative union, processors and other actors along the Commodity value chain to inform and educate on the available sustainable rural finance.	Radio, television, meetings	Increase knowledge on available financial services	Number of radio and TV programmes, Meeting	ASLMs
Prepare and disseminate promotional materials through mass media, social media, national and local events on processed products and their use	Print, radio, TV, social media, events,	Promote use of processed products	Number and type of IEC materials	ASLMs, PO-RALG

ACTIVITY	CHANNELS/TOOLS	TARGET	INDICATORS	RESPONSIBLE
Use multimedia (Prepare TV& Radio programmes, printed media, social media and Cultural festivals (drama etc) to sensitize stakeholders on the importance of basic data, keeping data/records and collection of accurate agricultural data along the value chain	Multimedia, radio, TV, print, events	Promote collection of agricultural data	Number and type of IEC materials, Number of events	ASLIMs, PO-RALG
Conduct Meeting to establish a link with Meteorology institution to get timely information on weather forecasts and prepare information and education materials to inform and educate agricultural stakeholders e.g. Website link	Meetings, print, radio, TV, Online platforms e.g. websites	Raise awareness and establish collaborations on weather information in agriculture	Number of meetings, number and type of IEC materials	ASLIMs, TMA,
Prepare and disseminate educational materials to inform, educate and develop interest of the youths and Women groups on available agricultural opportunities e.g. markets, finances, inputs, lands, appropriate agricultural technologies along the agricultural commodities value chains	Print, radio, TV, social media, websites, events, drama,	Promote agricultural opportunities for the youth and women	Number and type of IEC materials, number of events	ASLIMs, PO –RALG, RS, LGAs
<b>Objective 3: Build capacity of ASLIMs, RSs and LGAs on communication and knowledge management; including use of modern ICT, social media and traditional mass media communication for enhancing agricultural transformation</b>				
Organize workshops/seminars with ASLIMs, RS, LGAs staffs and other service providers to impart knowledge and skills on the use of modern ICT and social media for improving extension service delivery efforts	Works, seminars, social media	Capacity building on ICT and social media	Number of seminars/workshops	ASLIMs, PO-RALG, RSs, LGAs
Train journalists and reporters on specialized reporting of agricultural issues	Workshops/seminars	Improve media coverage	Number of workshops/seminars	
Conduct training programs on communication and knowledge management and use of modern ICT and social media to GCLUS staff from ASLIMs, RSs, and LGAs	Workshops/seminars	Capacity building on communication, knowledge management and social media	Number of workshops/seminars	ASLIMs, PO-RALG, RSs, LGAs
Conduct baseline study to determine knowledge, attitude, practices, challenges and opportunities of stakeholders on communication and knowledge management at national, regional and local levels	Surveys	Obtain Basic data on communication and knowledge management	Reports	NCU, ASLIMs, PO –RALG, RSs, LGAs, DPs, Private sector, NSA



ACTIVITY	CHANNELS/TOOLS	TARGET	INDICATORS	RESPONSIBLE
<b>Objective 4: Advocate to creating favourable environment through review of agricultural development policies, rules/acts, regulations and guidelines</b>				
Advocate for support towards retooling and effective use of WARCs and WILRCs by the farming community to cover all wards		Raise awareness		
Advocate for updating crops subsector ICT policy and ICT Master Plan development to incorporate livestock and fisheries subsectors	Meetings/ workshops/ seminars, print, radio, TV, events, website, social media	Raise awareness	Number and type of IEC materials, Number of meetings	PMO, ASLMs, PO- RALG, RS, LGAs, NSA, DPS
Advocate for partners support in the designing of sector information management system and equipping ASLMs with mini –data centres and LANs for reliable internal and external communications		Raise awareness		
Advocate for support to create database of key stakeholders at local and national levels to smoothen information flow, learning and sharing of agricultural sector knowledge and innovations especially through modern ICT and instituting a Free call numbers for personalized advisory services		Raise awareness		
Advocate for support on acquisition of ICT equipment to enhance provision of quality information services and building capacity of TARI centres, ATIs, LITA, FEITA on ICTs	Meetings/ workshops/ seminars, print, radio, TV, events, website, social media	Raise awareness	Number and type of IEC materials, Number of meetings	PMO, ASLMs, PO- RALG, RS, LGAs, NSA, DPS
Advocate for harmonization regulatory agencies to reduce taxes, fees and levies		Raise awareness		
Advocate for instituting a sustainable land use plans and protection of agricultural sector (i.e. crops, livestock (pastures and rangelands) and fisheries) and secure tenure for land users for reduction of land use conflicts		Raise awareness		
Advocate for land use plans and allocation of land for crops, livestock (pastures and rangelands) and fisheries; with an elaborate land tenure system to reduce land use conflicts		Raise awareness		

**Appendix 2: Indicative budget for the implementation of the communication strategy at national, regional and local level**

ACTIVITY	INPUTS	ANNUAL BUDGET (million Tshs.)	RESPONSIBLE
<b>Objective 1: Communicate for enhancing coordination and collaboration of Government, private sectors, Development Partners and Non-State actors</b>			
Conduct roundtable dialogue between the Government, Development Partners, Private sector, and Non-State Actors	Conference package, travel costs, stationery, LCD projector	17	NCU, DPs, NSA
Compile reports for sharing to stakeholders and partners	Stationery, printing, photocopying	12	NCU, ASLMS
Organize regular meetings to discuss and share experiences, challenges and opportunities	Conference package, Stationery, travel costs, DSAs, printing, LCD projector	15	NCU, ASLMS
Establish ASDP II portal and coordinate regular updating for sharing of data, information, events and success stories	Internet connectivity, computer, installation of system, mobile smart phone	25	NCU, ASLMS
Increase visibility of ASDP II by promoting through national, regional and international forums	Conference package, travel costs, DSA, stationery, LCD projector	32	NCU, ASLMS
Conduct regular meetings of Communication units (GCLUs, farmers education/extension units) in ASLMS and LGAs for effective implementation of the CKM strategy towards achieving ASDP II goals	Conference package, travel costs, DSA, stationery, LCD projector	18	NCU, ASLMS
Conduct media forums, with Journalists and reporters	Conference package, travel costs, DSA, stationery, LCD projector	14	NCU, ASLMS
<b>Sub total 1</b>		<b>133</b>	

**Objective 2: Inform and influence change by providing information, knowledge, and skills to raise awareness, improve understanding and facilitate out/upscaling and sharing of good practices for improved agricultural productivity, profitability and commercial market-oriented of prioritized crops, livestock and fisheries commodities**

Prepare IEC materials on inputs, production, postharvest, processing/ value addition and marketing/sales value chain and disseminate to stakeholders	DSA, travel costs, computer accessories, Stationary, printing costs, radio and TV production costs, air time, mobile smart phones, phone charges	15	ASLMs, NACOTE
Sensitize private sector to commit resources for investment in agricultural commodity value chains	Radio and TV production costs, air time, print	25	ASLMs, NCU
Repackage agricultural technologies and innovation in user friendly format (print and/or electronic) for dissemination to targeted audiences	Radio and TV production costs, air time, print	35	ASLMs, NCU
Participate in national events such agricultural shows (Nanene), Trade Fairs (Saba Saba), Field days (Mvuvi day, Maziwa wiki etc.) for publicity agricultural technologies and innovations, along the value chains	DSAs, travelling costs, advertising costs, print	60	ASLMs, PO-RALG, LGAs
Conduct meeting/ workshops/ seminars with researchers, extension service providers, training institutions for sharing information, knowledge, skills, innovations and experiences for effective agricultural research and extension service delivery	Conference package, Stationary, travel costs, DSAs, printing, LCD projector, computer	45	ASLMs, PO-RALG, LGAs
Prepare radio, televisions programs, social media messages and conduct meetings with crops farmers, livestock keepers'Aqua farmer cooperative union, processors and other actors along the Commodity value chain to inform and educate on the available sustainable rural finance.	Print, Radio and TV program production and airtime costs, mobile smart phones	110	ASLMs, PO-RALG, LGAs
Prepare and disseminate promotional materials through mass media, social media, national and local events on processed products and their use	DSA, travelling cost Print, Radio and TV program production and airtime costs, mobile smart phones, internet connectivity	150	ASLMs, PO-RALG

Use multimedia (Prepare TV& Radio programmes, printed media, social media and Cultural festivals (drama etc) to sensitize stakeholders on the importance of basic data, keeping data/records and collection of accurate agricultural data along the value chain	DSA, travelling cost drama group allowance, Print, Radio and TV program production and airtime costs, advertisement costs, mobile smart phones, internet connectivity	30	ASLMs
Conduct Meeting to establish a link with Meteorology institution to get timely information on weather forecasts and prepare information and education materials to inform and educate agricultural stakeholders e.g. Website link	Conference package, internet connectivity, computer,	6	ASLMs, PO-RALG
Prepare and disseminate educational materials to inform, educate and develop interest of the youths and Women groups on available agricultural opportunities e.g. markets, finances, inputs, lands, appropriate agricultural technologies along the agricultural commodities value chains	Print, radio, TV, mobile smart phones, websites, DSA, Travel costs,	20	ASLMs, PO-RALG
<b>Sub total 2</b>			
<b>Objective 3: Build capacity of ASLMs, RSs and LGAs on communication and knowledge management; including use of modern ICT, social media and traditional mass media communication for enhancing agricultural transformation</b>			
Organize workshops/seminars with ASLMs, Rs, LGAs staffs and other service providers to impart knowledge and skills on the use of modern ICT and social media for improving extension service delivery efforts	ICT experts, Conference room, food and refreshment, DSAs, mobile smart phones, internet connectivity, computers	18	ASLMs, PO-RALG, RSs, LGAs
Train journalists and reporters on specialized reporting of agricultural issues	Conference package, print, DSAs, Travel costs	22	ASLMs, PO-RALG, RSs, LGAs
Conduct training programs on communication and knowledge management and use of modern ICT and social media to Extension unit and GCLUs staff from ASLMs, RSs, and LGAs	DSA, travel costs, conference package, internet connectivity mobile smart phones, computers	60	ASLMs, PO-RALG, RSs, LGAs
Conduct baseline study to determine knowledge, attitude, practices, challenges and opportunities of stakeholders on communication and knowledge management at national, regional and local levels	DSA, travel costs, stationery, photocopy, print	35	NCU, ASLMs, PO-RALG, RSs, LGAs, DPs, Private sector, NSA
<b>Subtotal 3</b>		<b>135</b>	

**Objective 4: Advocate to creating favourable environment through review of agricultural development policies, rules/acts, regulations and guidelines**

Advocate for support towards retooling and effective use of WARCs and WLRCs by the farming community to cover all wards	Conference package, food and refreshment, Radio and TV programs costs, print, airtime,	15	PMO, ASLMs, PO-RALG, RS, LGAs, NSA, DPs
Advocate for updating crops subsector ICT policy and ICT Master Plan development to incorporate livestock and fisheries subsectors	Conference package, food and refreshment, print, stationery	9	PMO, ASLMs, PO-RALG, RS, LGAs, NSA, DPs
Advocate for partners support in the designing of sector information management system and equipping ASLMs with mini – data centres and LANs for reliable internal and external communications	Conference package, food and refreshment, Radio and TV program costs, print, airtime, internet connectivity, mobile smart phones	40	PMO, ASLMs, PO-RALG, RS, LGAs, NSA, DPs
Advocate for support to create database of key stakeholders at local and national levels to smoothen information flow, learning and sharing of agricultural sector knowledge and innovations especially through modern ICT and instituting a Free call numbers for personalized advisory services	Conference package, food and refreshment, Radio and TV program costs, print, airtime, internet connectivity, mobile smart phones	20	PMO, ASLMs, PO-RALG, RS, LGAs, NSA, DPs
Advocate for support on acquisition of ICT equipment to enhance provision of quality information services and building	Conference package, food and refreshment, Radio and TV program costs, print, airtime, internet connectivity, mobile smart phones	5	PMO, ASLMs, PO-RALG, RS, LGAs, NSA, DPs
Advocate for harmonization regulatory agencies to reduce taxes, fees and levies	Conference package, food and refreshment, Radio and TV program costs, print, airtime, internet connectivity, mobile smart phones	3	PMO, ASLMs, PO-RALG, RS, LGAs, NSA, DPs

Advocate for instituting a sustainable land use plans and protection of agricultural sector (i.e. crops, livestock (pastures and rangelands) and fisheries) and secure tenure for land users for reduction of land use conflicts	Conference package, food and refreshment, Radio and TV program costs, print, airtime, internet connectivity, mobile smart phones	10	
Advocate for land use plans and allocation of land for crops, livestock (pastures and rangelands) and fisheries; with an elaborate land tenure system to reduce land use conflicts		10	
<b>Sub total 4</b>		<b>112</b>	
<b>Grand Total</b>		<b>876</b>	

### Appendix 3: List of participants in the formulation of the communication strategy

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