

UNITED REPUBLIC OF TANZANIA

VICE PRESIDENT'S OFFICE



DEVELOPING DIALOGUE AROUND POVERTY ERADICATION IN TANZANIA

MKUKUTA COMMUNICATION STRATEGY

DRAFT

14th March 2005

LIST OF ABBREVIATIONS

CBOs	Community-Based Organisations
CSOs	Civil Society Organizations
DITF	Dar es Salaam International Trade Fair
DSA	Dissemination Sensitization and Advocacy Technical Working Group
ESRF	Economic and Social Research Foundation
FBOs	Faith-Based Organisations
IEC	Information, Education and Communication
LGA	Local Government Authority
MDA	Ministry, Departments, Agency
MDGs	Millennium Development Goals
MTEF	Medium Term Expenditure Review Framework
NBS	National Bureau of Statistics
NGOs	Non-Governmental Organisations
NPES	National Poverty Eradication Strategy
NSGRP	National Strategy for Growth and Reduction of Poverty
PED	Poverty Eradication Division
PER	Public Expenditure Review
PHDR	Poverty and Human Development Report
PMS	Poverty Monitoring System
PPA	Participatory Poverty Assessment
PPW	Poverty Policy Week
PRS	Poverty Reduction Strategy
PSA	Public Service Announcement
PSSS	Public Service Satisfactory Survey
SME	Small and Medium Enterprises
TSED	Tanzania Social Economic Database
UN	United Nations
UNDP	United Nations Development Programme
VPO	Vice President's Office
PSRP	Poverty Reduction Strategy Paper
REPOA	Research on Poverty Alleviation

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1.0 EXECUTIVE SUMMARY

This communication strategy has been developed to provide a framework for communications around the National Strategy for Growth and Reduction of Poverty (NSGRP or MKUKUTA in Swahili).

An integral part of the country's poverty monitoring system, it sets out the communication goals, objectives, key messages and outlines various implementation steps, including roles and responsibilities of different stakeholders. It also addresses who key audiences are and the methods and strategies to communicate with them.

The poverty monitoring system generally generates very technical information that is not easily accessible and understood by all stakeholders. The technical information would thus be developed to meet the needs of different stakeholders.

The communication strategy has been prepared following an analysis of former communication interventions and is designed to complement poverty reduction efforts as a framework to:

- § establish and maintain clear and regular channels of communications with all stakeholders
- § encourage open, honest and constructive two-way dialogue
- § ensure that communication is provided in appropriate formats suiting various stakeholders
- § ensure consistent and coordinated messages
- § facilitate participation

The communication strategy has been formulated on the following guiding principles:

- § national ownership
- § political commitment
- § right to information
- § accountability and transparency

The Vice President's Office will coordinate the overall implementation of the communication strategy however a range of partnerships will be necessary among all the stakeholders, from policy-makers to community, religious and business leaders, schools and sector professionals, all

the way down to the district and village level. The media community features prominently in this strategy and is the thread that will bind all segments of society in the quest for needed changes in policy, behaviour and practice.

The strategy will be reviewed annually. At the beginning of the year, an annual work plan will be developed detailing the activities that will be emphasized during the timeframe. Priorities- in terms of communication vehicles and messages – will be revised annually. For example in 2005, **sensitization** and **awareness creation** will be the priority.

The communication strategy is an exciting and much needed step towards improving dialogue around poverty reduction initiatives in Tanzania. It is hoped it will gain immediate support of key decision makers and opinion leaders.

2.0 INTRODUCTION

A key dimension in implementing MKUKUTA is the need for information. Government needs information for informed policy dialogue and decision-making. Civil society and politicians need information to participate in policy formulation and to guide implementation of poverty reduction initiatives. To assess how government and other stakeholders take actions in reducing poverty requires information. This need for timely, relevant and clear information is of vital importance.

While right information at the right time is of strategic importance, it is not sufficient to address the challenges caused by poverty. Time and again, it has been shown that listening must go hand in hand with the encouragement of feedback. When people are allowed to communicate, they are empowered. They not only recognize important issues consequently but also find common ground for action in addressing the pressing problems of poverty.

As a two way process, communication is of high priority to MKUKUTA in many ways. A key focus is to help generate societal debate and stir public demand for accountability. Emphasis is to be placed on reaching traditionally 'hard to reach' target groups because lack of information at the community level can be especially detrimental to meeting desired outcomes. This means that information should be clear and concise and should be made available in appropriate formats.

The aim is to ensure every stakeholder has an opportunity to contribute to discussions and planning in the course of implementing MKUKUTA but also to rally for action at all societal levels. At the very least it is to accord everyone the opportunity for feedback on issues.

Critical to any communication strategy are answers to the following key questions: what do we want to communicate? With whom do we want to communicate? How do we want to communicate? How will we measure progress? In responding to these basic questions, the strategy spells out the roles and responsibilities of the various stakeholders.

2.1 Context of the strategy

MKUKUTA is the national framework for economic growth and reduction of poverty geared towards the aspirations of Tanzania's Development Vision 2025. It is outcome based and seeks to

exploit synergies among various sector interventions with the view of optimizing desired outcomes of poverty reduction.

It advocates for a change of mindset in terms of planning and managing intervention processes. It requires a coordinated and integrated planning approach focusing on outcomes. Efforts will thus be made to ensure that all stakeholders understand the concepts “outcome-based” and “cross sector collaboration,” which underpin the assumptions behind the achievement of MKUKUTA.

The poverty reduction framework builds its interventions on three clusters namely; growth of the economy and reduction of income poverty; improvement of quality of life and social well being; and governance and accountability. It will be implemented within a five-year timeframe.

To be implemented effectively, the poverty reduction initiative requires systematic communication to stimulate an informed public dialogue and debate on poverty issues. A systematic communication intervention is also necessary to help build trust and confidence at the community level over the initiatives that Government and its key stakeholders are undertaking in terms of implementing the poverty reduction initiative.

In the three years since the adoption of the PRS process in 2000, progress towards achieving this high level of public discourse has been mixed. Former communication interventions have been ad hoc and formulaic. In addition, they have tended to focus more on information dissemination rather than the establishment of a two-way flow of information with effective feedback. Even then, the efforts have mostly been confined to a limited number of audiences mostly in urban areas.

Media involvement has also been minimal, as a result of which only a small percentage of Tanzanians are currently aware of the PRS process. This has consequently compromised the internalization of this important strategy at various government and non-government levels.

This communication strategy is intended to address these challenges. It is intended to motivate and engage Tanzanians; especially the poor and disenfranchised around the poverty reduction initiative and build trust and confidence amongst all stakeholders. It is intended to define priority issues that development communication needs to focus on, the key target groups and application of relevant approaches for optimizing communication with such target groups. Other

communication gaps will be identified by carrying out a number of communication needs assessments.

2.2 Strategy Outline

The communication strategy has six chapters. The introduction provides background information and rationale. Chapter III explains the framework of the strategy. Chapter IV presents the status and challenges ahead and chapter V outlines the communication strategy in detail. Implementation, monitoring, evaluation and review arrangement of the strategy is discussed in chapter VI while chapter VII presents the financing arrangement for the strategy. The duration of this communication strategy coincides with that of MKUKUTA, i.e. from 2005/06 to 2009/10.

3.0 FRAMEWORK OF THE COMMUNICATION STRATEGY

3.1: Introduction

This chapter presents the framework of the communication strategy. It presents the principles and major national development processes. It underscores the importance of communication within the major national development processes namely: (i) MKUKUTA (ii) Budget/PER (iii) PMS; and stakeholders. It recognizes that communication needs to be contextualized within these broad national development processes.

3.2: Principles of the Strategy

The strategy observes principles that guide interventions to achieve the intended results. The strategy needs to be well understood by all stakeholders for smooth implementation.

3.2.1: National Ownership

The strategy recognizes that effective sharing of information is critical for fostering national ownership as it improves the quality of participation and dialogue among the stakeholders. The strategy aims to transmit policy messages and feedback among the key national development process and stakeholders.

3.2.2: Political Commitment

The Government is committed to opening up and maintaining channels of communication with key stakeholders identified in MKUKUTA¹. The strategy will provide opportunities for debate, dialogue on various development issues and provide feedback to relevant stakeholders for decision-making.

¹ Stakeholders are MDAs, Private Sector, Civil Society organization, Faith Based organizations, Trade Unions, Research and Higher learning Institutions, Youths, Elderly, Children, Informal Sector, Communities and Development Partners

3.2.3: Right to Information

The strategy recognizes that everyone has the right to public information. It will ensure that the right to public information is facilitated, realized and protected at all levels of governance structures and key national development processes – as stated in the MKUKUTA.

3.2.4: Accountability and Transparency

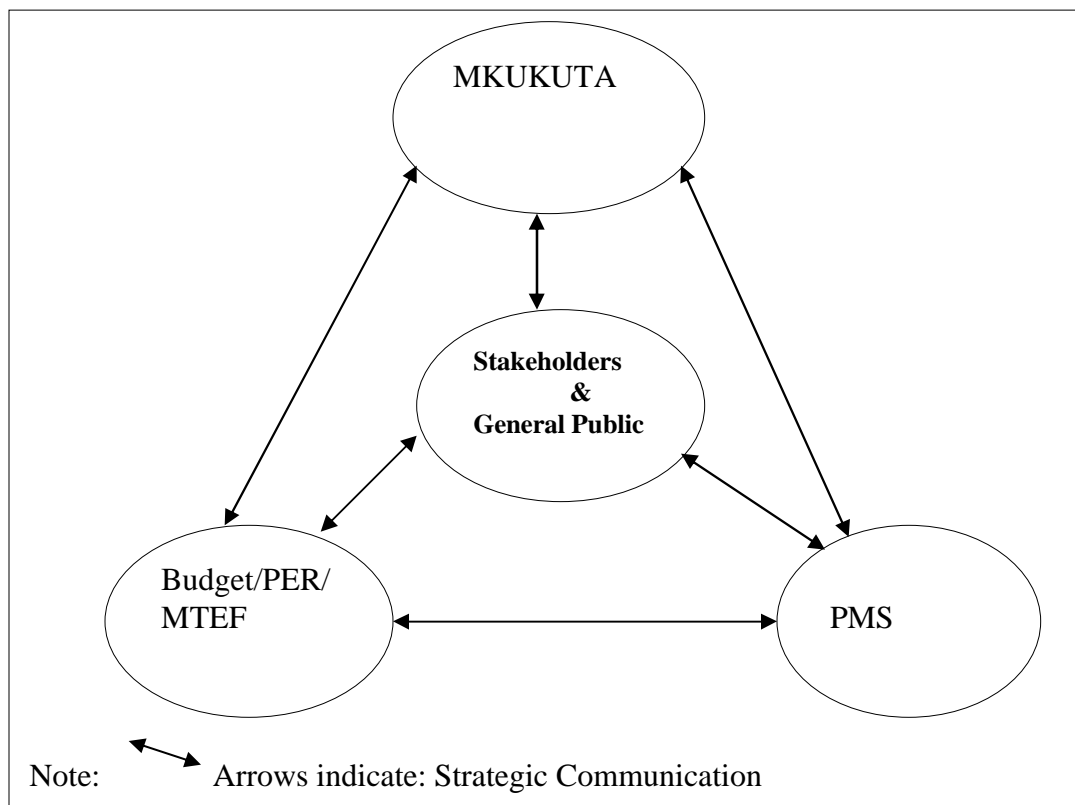
The strategy seeks to foster accountability and transparency through clear and precise communication between the Government and other stakeholders. Sharing of information fosters participation and accountability. For example the annual MKUKUTA, PER, PMS progress reports are an essential elements of the accountability framework for Government and other stakeholders.

3.3: Major national processes that nest the communication strategy

Analyses of poverty in Tanzania indicate that one of the key factors that precipitate poverty is lack or inadequate sharing and use of information for decision-making. Specifically, inadequate sharing of information on poverty reduction initiatives, resource allocation, implementation, monitoring and evaluation reinforces the underlying causes of poverty.

The strategy is nested in the key national development processes (i) National Strategy for Growth and Reduction of Poverty (NSGRP/MKUKUTA) (ii) Budget and Public Expenditure Review processes and (iii) the Poverty Monitoring System (see figure below). Each process contains specific issues and messages; and many of these are interrelated and support each other. Actions to facilitate realization and protection of right to information are included in each process.

Figure 2.1 Communication and National Development Processes



3.3.1 National Strategy for Growth and Reduction of Poverty (NSGRP)

MKUKUTA recognizes public access to information as a human right as well as a key means to facilitating policy implementation, monitoring and accountability. Also, sharing of information can enable people to engage fully and meaningfully in production process and benefit from it. People have the right to know the contents of MKUKUTA, which includes status on poverty and challenges; key principles guiding its implementation; the desired outcomes, goals, and related targets; the actions; roles and responsibilities of different actors; how the strategies and progress will be monitored and evaluated; key messages from the monitoring and evaluation process; and lastly how the strategy is financed, resources mobilized and utilized.

3.3.2: Budget/PER

The budget as a financial resource program that indicates what level of financial resources is available; who gets what; how decisions are made in resources allocation; transparency and accountability in use of resources and feedback on outputs achieved. The public needs to know

the sources of financing both domestic and external, uses of resources according to priorities in MKUKUTA and how transparency and accountability are ensured in the budget process.

3.3.3: Poverty Monitoring System (PMS)

Communication is a crucial element of the PMS. Stakeholders and general public have the right to know the trends and the progress made towards poverty reduction. Stakeholders should be able to evaluate whether progress is on or off track. They also need to know how information is generated by the PMS and how it is utilized in policy making. Communication seeks to ensure that key information is adequately shared and used at different levels.²

3.3.4: Stakeholders

The actors involved in the various development processes are many and diverse.³ Strategic communication on MKUKUTA intends to build on the relationships that have already been established during PRS I review consultations. These strategic partnerships form the basis for a stakeholder-led communication on national development issues.

3.3.5: MKUKUTA, BUDGET/PER and PMS Nexus

The communication strategy will ensure that information generated by the PMS is informative and makes learning possible. It will also ensure that PMS outputs are used and provide channels for feedback from the stakeholders and general public at large. The communication Strategy will make possible assessment of the linkage between MKUKUTA priorities and actions, allocation and utilization of resources as well as monitoring and evaluation. Therefore information on inputs, outputs, outcome, and impact will be shared among all stakeholders. Information contained and transmitted in verbal and/or written form should enable the stakeholders to hold the government accountable and vice versa.

² That is, Village level, Ward level, Regional Level and National level.

³ Stakeholders are MDAs, Private Sector, Civil Society organization, Faith Based organizations, Trade Unions, Research and Higher learning Institutions, Youths, Elderly, Children, Informal Sector, Communities and Development Partners.

4.0 STATUS AND CHALLENGES

4.1 Introduction

This chapter describes the environment under which current communication interventions are being implemented. The diagnosis of the communication environment, channels, feedback mechanisms and involvement of stakeholders provides direction and challenges ahead.

4.2 Communication Environment

A Dissemination, Sensitisation and Advocacy (DSA) technical working group chaired by the Vice President's Office coordinates a programme to raise awareness on poverty trends and also to disseminate information generated by the poverty monitoring system. Involving government and non-government actors, the DSA annually disseminates various technical and non-technical reports and publications. They include the Poverty and Human Development Report (PHDR), the PRS annual progress report and simplified versions of various survey reports. In addition, a major dissemination activity by this group and forum for dialogue and public debate is the annual Poverty Policy Week (PPW).

The information dissemination by the DSA working group is helping to maintain the momentum of the PRS process however many stakeholders view the process as a one-way flow of information. A question that now arises is whether stakeholder needs are being adequately addressed by these existing communication tools and activities.

More issues and challenges facing the existing communication dynamics include:

Limitation of communication processes: Although simplified versions of documents and reports have been produced during the first phase PRS, distribution has been limited to elitist audiences confined to urban areas.

Weak coordination with other government initiatives: The government is currently implementing a far reaching initiative to improve communications with the public and enhance relations with the media, part of a broader commitment to good governance, openness and accountability. As a follow-up all senior civil servants are expected to engage more actively with the media and to share public information frequently. These efforts address the communication

needs of ministries and departments but also touch on major poverty related themes such as MDGs and the PRS. As such, there is a pressing need to align the MKUKUTA communication strategy with those efforts.

4.2.1 Media Environment

Poverty remains the biggest threat to Tanzania's future. Yet, as subjects of reportage, the media only occasionally touch on it. Normally referred to as watchdogs, the media has a very important role in informing people, generating societal debate and stirring public demand for accountability in the PRS process. Informed journalists can have a significant impact upon public understanding of poverty eradication as they shape debate and trends with the words and pictures they convey. They influence society and stimulate discussion among the general public, and an informed public can rally around development programmes.

In Tanzania, the media sector faces large obstacles to realizing this potential and has therefore failed in helping frame issues for discussion and informing people on the process in general. Additional constraints to getting the PRS process into the news agenda include preference for political and entertainment reporting and media dispersion remaining largely an urban phenomenon. The problem also remains that only a small percentage of media practitioners have thorough grounding on economics or development reporting. As result, the media sector faces large obstacles to realizing their potential as watchdogs and in helping frame issues for discussion and informing people on the PRS and other development processes.

4.2.2 Communication Channels

Newspapers, radio and television provide an easy, accessible and cheap means of carrying information to the end user. An evaluation of past communication activities however shows that channel choice has been poor and limited to print material and interpersonal communication. Radio, which by far is the most important source of information on all key policies in Tanzania, has not been adequately utilized. Surveys show that radio remains the most widely available and the most cost-effective medium to reach a wide range of audiences, especially in rural areas.

4.2.3 Feedback Mechanism

There has been no systematic approach to gather views or opinions and understanding of the PRS/MKUKUTA and its implementation. In the absence of such a strategic two-way flow of

information, monitoring the level of understanding of major stakeholders and the general public's perception is difficult. Holding regional Poverty Policy Weeks would help increase the level of feedback from stakeholders.

4.2.4 Involvement of stakeholders

The PRS insists on widespread citizen participation. Yet, communication processes have largely remained limited to stakeholders in urban centres. Prominent civil society organizations have been very active in the PRS process. This is good. However, the question remains: how representative are these civil society organizations? As a result, it is crucial to bring on board more community based organizations in the communication process in order to build ownership and effective participation of grassroots people.

5.0 COMMUNICATION STRATEGY

5.1 Introduction

Important attributes of an effective communication strategy are:

- identification of the goals and objectives
- identification of the target audience (stakeholder groups)
- identification of the appropriate or key messages
- identification of the appropriate communication channels

The above attributes are discussed in the following sections. It is emphasized that this strategy leans towards a decentralized approach that shares responsibility between those whose duty it is to provide information and opinion leaders who are normally engaged in delivering messages suited to their own contexts. The strategy is summarized in a matrix at the end of the document.

5.2 Goals and Objectives

This strategy is intended to achieve the following goals and objectives.

5.2.1 Goal #1: Increased public awareness and knowledge on MKUKUTA, poverty monitoring system and budget processes

The specific objectives are to:

- relay information out of the poverty monitoring system
- enable the use of information generated out of the poverty monitoring system for evidence-based planning
- inform the society of what the PRS process is, what it has done, is doing and plans to do
- to provide data needed to understand the issues, problems and magnitude of poverty
- to raise awareness about budget processes
- empower the people to assume ownership of MKUKUTA

5.2.2 Goal #2: Debate and dialogue on the problems of poverty is taking place at all levels of society between policy makers and the wider community

The specific objectives are to:

- reinforce involvement of stakeholders
- enable the poor challenge elected officials on their plans to address poverty
- find out perceptions, concerns and communication needs of stakeholders
- provide opportunities for their input, including input into key decisions

5.2.3 Goal #3: Action towards economic growth, improvement of life and social well-being is mobilised

The specific objectives are to:

- raise public awareness of poverty reduction initiatives, poverty trends, causes and effects
- provide the poor with knowledge for self-help activities
- inspire action, sense of ownership and duty for ending poverty
- support media's capacity to highlight efforts already underway to end the vicious cycle of poverty
- enable civil society to design their own interventions to complement government efforts
- make poor people aware of policies and programmes affecting their lives including those related to access agriculture, health care, education

5.2.4 Goal#4: Good governance and accountability is reinforced

The specific objectives are to:

- increase transparency necessary for civil society to monitor levels and trends of poverty
- support the media's capacity to promote good governance and rule of law
- promote accountability in ending poverty
- Promote watchdog role of the media
- enable development partners to be more strategic in supporting the government and designing their own actions to complement government efforts

5.2.5 Goal #5: Transparent fiscal management is sustained

The specific objectives are to:

- publicize public expenditure allocations
- enable clear identification of priorities at central and local government in terms of resource allocations and action plans
- initiate debate on public expenditure

5.3 Target Audience

Effective communication takes into account the needs and circumstances of different audiences. Such segmentation is necessary to enable messages to be tailored-made to suit specific needs. It is important audiences are addressed in appropriate formats, language and are given the level of detail they require. To maximize impact and influence action in the context of this strategy, the target audience is classified according to the following stakeholder groups:

Stakeholder group	Group description	Target audience
Government	<ul style="list-style-type: none"> • This priority audience is at national and local government level. • Are closest to the principles of MKUKUTA 	<ul style="list-style-type: none"> • Cabinet ministers • Civil servants • Local government leaders e.g. councilors and district and village executive officers
Political elite	<ul style="list-style-type: none"> • This audience influences public opinion and policy formulation and implementation. • They will have the main responsibility for generating informed discussion on poverty reduction and its processes. 	<ul style="list-style-type: none"> • Parliamentarians • Other politicians

Media	<ul style="list-style-type: none"> • Persons active in the media are both a channel and an audience in their own right. • Play a crucial role in influencing decision-makers and in shaping views among the broad public. • Require capacity building in order to enable them make a proactive contribution to implementing MKUKUTA. 	<ul style="list-style-type: none"> • Print and broadcast journalists from the public and the private media
Civil society	<ul style="list-style-type: none"> • This priority audience influences debate and shapes public opinion • Are close to the grassroots stakeholders • Can complement government efforts to transmit information through their networks and where appropriate encourage critical analysis of the facts 	<ul style="list-style-type: none"> • Academics and researchers • Clergy • Business leaders • Trade union leaders • NGO and aid organization leaders
Development partners	<ul style="list-style-type: none"> • Inter-agency organizations and multi-lateral agencies with programmes in Tanzania 	<ul style="list-style-type: none"> • UN representatives • Ambassadors and High Commissioners • Project leaders
Broad public	<ul style="list-style-type: none"> • Views and real needs of this target audience should be taken into account at various phases of the strategy • A highly targeted outreach to this group may require demographic data (i.e., age, gender, religion, education, employment, geographic location, etc) • Can be engaged in public debate through public meetings, phone-ins etc. 	<ul style="list-style-type: none"> • Youth • Young children • Farmers • Traders • Unemployed • Villagers

5.4 Strategies and tactics

This section outlines a range of tactics and vehicles that will be used to communicate with target audiences. The strategies are arranged according to the goals they primarily support. More detailed communication activities are detailed in the communication strategy matrix.

5.4.1 Goal # 1: Increased public awareness and understanding of MKUKUTA, poverty monitoring system and budget processes

Strategy:

1. Engage mass media to spread the word
2. Produce general, aesthetically pleasing short publications such as brochures and posters
3. Provide regular feature articles for use in newspapers, newsletters, websites
4. Develop video documentaries highlighting key aspects
5. Publish outputs from the poverty monitoring system in a range of formats suiting particular audiences
6. Send press releases and public service announcements (PSAs) to relevant media and public information offices
7. Give away promotional items such as mouse pads and screen savers, postcards, bookmarks
8. Use trade and agricultural shows such as Saba Saba and Nane as a platform for information dissemination and to find out perceptions, concerns and information needs of stakeholders

5.4.2 Goal # 2: Debate and dialogue on the problems of poverty is taking place at all levels of society between policy makers and the wider community

Strategy:

1. Carry out public opinion surveys
2. Hold regular short briefings for key media representatives
3. Convene workshops and seminars for policy makers
4. Create and sustain an online discussion forum on the poverty monitoring website
5. Prepare photo, audio and video support packages for distribution to media
6. Promote and support talk and phone-in shows on radio and TV
7. Convene regular focus group discussions such as those used for PPAs
8. Review feedback from press and media events

9. Make use of radio and television for the advertisement of short educational clips, and for broadcasting a number of reports

5.4.3 *Goal # 3: Action towards economic growth, improvement of life and social well-being is mobilised*

Strategy:

1. Produce and air popular radio and video documentaries on themes ranging from agricultural marketing to farming, environmental sustainability, investment, health, pastoralism, fishing, agro-processing
2. Ensure a wide dissemination of information on the steps taken by government regarding SMEs, micro finance, MKURABITA
3. Ensure a wide dissemination on income generating opportunities
4. Promote news coverage demonstrating success stories

5.4.4 *Goal # 4: Good governance and accountability is reinforced*

Strategy:

1. Carry out public information campaigns
2. Ensure information is jargon free and easy to understand
3. Organise series of training and skill development for media in development journalism

5.4.5 *Goal # 5: Transparent fiscal management is sustained*

Strategy:

1. Promote debate in the media around budget allocations
2. Carry out a public information campaigns on government expenditure and priorities
3. Send press releases and public service announcements (PSAs) to relevant media and public information offices

5.5 Key messages

The effectiveness of this strategy will rely on appropriate messages targeting decision makers, opinion leaders, media and the community, where behaviour change is desired. It will be important that such

messages conveyed throughout the implementation phase of the strategy are consistent, relevant and accurate.

The design of key messages will also recognize the need to foster the principles of MKUKUTA including: national ownership; political commitment to economic and structural reforms; local partnerships; harmonized assistance; equity; sustainable human development; macro-micro linkages; and mainstreaming cross-cutting issues. The list of generic messages hereunder will be used to develop more specific messages.

- § Educate, advocate, and participate in kicking poverty out of Tanzania
- § Partnership is the key to eradicating poverty in Tanzania
- § The poverty monitoring system is a credible source of information for the public, academicians and policy makers
- § A collaborative, long-term commitment to and participation is required in getting Tanzania out of poverty
- § Demand for your right, demand for equitable measures for sharing economic and social gains
- § Let's work together to eradicate poverty
- § Government is committed to working with other stakeholders to develop and implement poverty eradication programmes
- § Get on board, MKUKUTA requires every stakeholder's participation

5.6 Communication Channels and Approaches

Below is an overview of the channels and approaches that have been used to date as well as others that will be used to enhance communications under this strategy. Given that people vary in the way they best receive information, messages should be reinforced through the use of different mediums and approaches.

5.6.1 Mass media

TV, radio and newspapers provide broad reach and have so far proven to be effective in increasing awareness of relevant issues amongst niche segments of the population. Whether in the form of an editorial, radio or TV broadcast, video or newspaper article, mass media shape and influence policies and public opinion.

Ultimately, these forms of media should be effective for mounting comprehensive mass media campaigns

at different stages of the strategy. Aimed at niche target audiences, such campaigns will require formative research, careful targeting of messages and pre-testing of media concepts.

The use of **edutainment** (education entertainment) media to promote clear and specific messages will also be explored. This may include popular drama, radio and television soaps and cinema.

5.6.2 Public relations

Public relations activities such as the organisation of special events will play a crucial and important role throughout the five-year period of the strategy. A structured program of unpaid publicity should include media launches, media releases, ongoing media liaison, brochures and leaflets. These activities will complement paid media campaigns.

5.6.3 Specific media

5.6.3.1 Annual Reports

Information and key conclusions generated through the poverty monitoring system are compiled in annual reports primarily to inform national level policy planning. These include the Poverty & Human Development Report, Participatory Poverty Assessment (PPA) and the Public Service Satisfaction Survey (PSSS). It is recommended emerging messages be provided in suitable formats for different audiences.

5.6.3.2 Newsletter

It is proposed that a quarterly newsletter be developed to profile initiatives, provide progress and sectoral developments on MKUKUTA and report on achievements. This would be distributed widely through new and the existing stakeholder networks and channels.

5.6.3.3 Website

The website available at <http://www.povertymonitoring.go.tz> holds background information on the poverty monitoring system and the activities of its various committees and technical working groups. With frequent updates and instant access to most publications, the website provides a convenient way for policy makers, academics, and the general public to keep abreast of new developments. Launched in 2004, use of the website is growing in importance as a form of communication. While it has not been

used adequately as a tool for feedback, it is hopeful that it is proving to be a useful source of information.

Another important dissemination tool with regard to interactive technology-based strategies is Tanzania Online, which is available at <http://www.tzonline.org>. An internet-based portal to documents on development, it is implemented by the Economic and Social Research Foundation (ESRF) and will complement online communications.

5.6.3.4 Documentation Centre

This facility is to be housed at the Poverty Eradication Division to serve as a reference library for poverty related information. Ultimately, information provided at the resource centre should be shared widely with libraries throughout the country and provided electronically on the worldwide web.

5.6.3.5 Tanzania Socio-Economic Database (TSED)

Data collected through the poverty monitoring system is currently stored centrally and provided in a user-friendly format. This database is presently available on CD-ROM and on the worldwide web. Coordinated by the National Bureau of Standards (NBS), TSED is an essential tool for regular reporting on Tanzania's progress toward meeting national and global development targets.

5.6.3.6 Community Telecentres

Community telecentres exploit the convergence of technologies to provide cost-effective information services in places where PCs, phone lines or internet is often unheard. Seen as an important way of providing tailor-made information to rural populations, it is an option that could be explored if funds permitted. Tanzania has recently made considerable progress in information and communication policy formulation and could exploit this tool to reach feed information on poverty reduction to certain rural audiences.

5.6.3.7 Interpersonal information-sharing

Face-to-face communication has been identified as the most useful way to exchange information, and although time consuming it is also the most effective. Consisting of word-of-mouth, events, meetings, and art and cultural forms such as theatre, drama and dances, these are crucial approaches that should be used wherever possible.

Events should especially be exploited for knowledge sharing but also to solicit feedback from audiences. Events such as the annual Dar es Salaam International Trade Fair (DITF) and Peasants Day marked on 8 August are important platforms in these regards.

5.6.3.8 Promotional items

This strategy will constantly exploit promotional material such as mouse pads, desk and wall calendars, posters, and brochures to support and reinforce messages. They will be distributed widely and will be used to support mass media campaigns.

6.0 IMPLEMENTATION, MONITORING AND EVALUATION

6.1 Introduction

Implementation of this strategy revolves around the annual policy cycle and processes associated with MKUKUTA. This calls for and banks on the creativity and innovation of all stakeholders in terms of designing and developing messages. It also calls for the active participation of all MDAs, LGAs, CSOs and FBOs in order to bring out voices usually unheard of in the policy making mainstream. This chapter spells out the implementation, monitoring, evaluation arrangements of the communication strategy.

6.2 Implementation arrangements

The Poverty Eradication Division in the Vice President's Office will provide the overall management and coordination of this communication strategy. In the context of this strategy, the DSA will play a pivotal role in defining strategies and activities necessary for meeting communication goals and objectives. The DSA will link up with other stakeholders through their Information, Education and Communication (IEC) units and through local institutional mechanisms at village, regional and district level.

6.2.1 Strategic support team

To assist the DSA will be a strategic support team, which will help in processing information, designing key messages, developing the annual communication agenda and running official communication programmes. This core team will provide all secretariat services to the technical working group and serve as the think tank and central processing unit of all communication agenda under this strategy. The team would also liaise with key Government departments and other partners to ensure consistent and coordinated delivery of communication strategies funded by those agencies and organisations. The team will work closely with the DSA to accomplish the following responsibilities:

- § Identify appropriate institutional mechanisms and agents for communications at village and district level
- § Issue an annual communication schedule together with a calendar of communication events to be undertaken by the government and other stakeholders
- § Prepare and provide topical and informative media releases
- § Identify, acquire, prepare and provide information of interest to particular stakeholder groups

- § Inform the press on the major decisions taken in respect of the poverty monitoring system
- § Provide regular updates to the press on progress on MKUKUTA targets
- § Collate and assess feedback from stakeholders
- § Arrange media briefings
- § Maintain and update the website <http://www.povertymonitoring.go.tz>
- § Coordinate capacity building programmes for government and non-government communicators
- § Produce and disseminate newsletters, posters, TV and radio programmes, videos, brochures and other material

The establishment of links and networks with the media and with the IEC units within the development partner community, MDAs, LGAs, CSOs and parliament will be necessary to ensure consistent information flows. In this respect, all stakeholders are at both consumers and producers of information. This process encourages and calls for a high level of creativity in terms of message design, development and transmission.

In order to complement government efforts, all stakeholders are encouraged to run their communication agenda through their IEC units provided they liaise with the DSA through the strategic liaison team. This process will be necessary to ensure and maintain quality control and to minimise duplication of communication activities. Partial funding to prop up stakeholder involvement will be considered to enlist broad participation.

6.2.2 Government's role

The government recognises the importance of effective communication as a means of enhancing accountability, integrity and transparency in implementing public affairs. The appointment of communication officers across government ministries, departments, autonomous agencies and regional secretariats is a consequence of that recognition.

Implementation of MKUKUTA affects all levels of Government, so communication of key messages requires high level support. This support will be necessary to clearly demonstrate commitment to enhancing communications around the poverty reduction strategy and to encourage national dialogue. It is essential therefore that this communication strategy gain immediate support of key decision makers and opinion leaders in Government.

6.3 Capacity building and training

The success of communication programmes will depend on skills and institutional capacity of executing and coordinating government and non-government stakeholders. A series of capacity building activities will be necessary for these actors so they can provide their audiences right and clear information on MKUKUTA, budget processes and the PMS.

The Poverty Eradication Division under the Vice President’s Office is already running a series of short-term skills enhancement programmes on poverty policy analysis. These currently target government and the press corps. For the press corps, the skills enhancement programme should develop a cadre of better-informed print and electronic journalists who will more accurately report information through newspapers, magazines, radio, television, film, and the Internet, and influence an increase in accurate reporting on poverty issues. Similar programmes should be initiated in collaboration with development partners to enhance strategic communication efforts.

6.4 Monitoring and Evaluation

Messages conveyed through this strategy will be developed and adapted in light of the interests and preoccupations of public opinion. Such feedback will assist the communication strategy by measuring the extent to which key messages are “trickling down” to different audiences.

It is important that the objectives of this communication strategy be reviewed on an annual basis. This will require two approaches:

- a. Evaluation of a package of communication tactics after they have been delivered to check if they helped to meet objectives and outcomes – “summative evaluation”
- b. ongoing pre-testing and evaluation of strategies and tactics during communication development and delivery to ensure that it meets stakeholder needs – ‘formative evaluation’

It is important that the two approaches include:

- § information needs assessment to gather questions for relevant individuals/groups before delivering communication tactics

- § media monitoring and analysis to identify stakeholder concerns and to develop some historical knowledge to help in planning future communication phases
- § public opinion surveys such as an annual “Voices of the People” or Public Service Satisfaction Surveys (PSSS) to assess opinions or reactions
- § message pre-tests to get feedback on pilot materials
- § focus groups to get qualitative feedback on whether communication tactic/s worked
- § behavioural observation to determine whether behaviour changed as a result of a communication intervention

It is recommended that a compressive mid-term evaluation of the communication strategy be undertaken in 2008.

7.0 FINANCING

7.1 Introduction

This chapter assesses the financing implications of achieving the objectives of this communication strategy. It also presents the financing framework and a generic budget for the implementation period.

7.2 Costing

Adequate financial resources are required to plan and fully undertake the activities outlined in this strategy. Finances will be required for audience surveys and opinion research, creative development, production of IEC material, media placement and monitoring, capacity building, technical assistance and outsourcing and training.

The strategic support team at the PED also requires equipment, software, human resource skills and short-term technical assistance in order to produce official media. A mid size media room with a podium, PA system, audio-visual equipments, internet webcast capability, phones, internet and simultaneous translation facilities will be necessary for this team to be able to effectively produce official media and support Government communication efforts. Additional capacity building requirements will be specified in annual communication action plans.

7.3 Financing

The DSA and its secretariat will finance implementation of the strategy with funds from the pooled fund of the poverty monitoring system. Other government departments, private sector, civil society organizations and communities are generally expected to depend on their own sources of funding in the course of supporting this strategy. An annual communication schedule will however provide a menu of thematic windows from which stakeholders proposing innovative communication programmes can access small support grants. These grants will aim at empowering stakeholders to undertake innovative communication programmes.

7.4 Budget

The year one budget has been outlined below, along with an estimate of the budget requirements to 2007/08.

Budget in '000 TShs

ITEM	2005/06	2006/07	2007/08
Audience surveys and opinion research	50,000		50,000
Message development	60,000	60,000	60,000
Media buying	80,000	100,000	120,000
IEC Material production	150,000	175,000	150,000
Media monitoring and Voices of the People report	80,000	80,000	80,000
Communication grants	300,000	450,000	500,000
Special events and promotions	120,000	120,000	150,000
Media tours	24,000	24,000	24,000
Equipment	30,000	10,000	10,000
Capacity building	80,000	60,000	50,000
Training	24,000	80,000	48,000
Technical assistance and outsourcing	50,000	80,000	60,000
TOTAL	1,048,000	1,239,000	1,302,000

Annex: MKUKUTA Communication Strategy Matrix¹

Goal	Objectives	Target audience	Strategies/activities	Key messages	Channels	Feedback
Increased public awareness and knowledge on MKUKUTA, poverty monitoring system and budget processes	- empower the people to assume ownership of MKUKUTA	- urban	<ul style="list-style-type: none"> - write features stories - develop video documentaries - send press releases and public service announcements (PSAs) - give away promotional items - letters to the editor - op/ed pieces - extensive distribution of print materials - prepare fact sheets, briefs, backgrounders 	- MKUKUTA is a serious workable development framework with special focus on poverty reduction (more specific messages will be developed in collaboration with relevant civil society, government ministries)	<ul style="list-style-type: none"> - mass media including radio and television - website - chat rooms - newsgroups - print information— letters, fact sheets 	<ul style="list-style-type: none"> - audience segmentation and mapping - information needs assessment - media monitoring and analysis - poverty policy week
		- rural	<ul style="list-style-type: none"> - produce brochures and posters - use trade and agricultural shows e.g. Saba Saba and Nane Nane - meetings with community leaders/sector-specific professionals 		<ul style="list-style-type: none"> - radio - edutainment (through radio, drama, songs) - grassroots journalists - brochure, posters 	
	<ul style="list-style-type: none"> - relay information out of the poverty monitoring system - inform the society of what the PRS process is, what it has done, is doing and plans to do - to provide data needed to understand the issues, problems and magnitude of poverty - to raise awareness about budget processes - enable the use information generated out of the poverty monitoring system for evidence-based planning 	<ul style="list-style-type: none"> - journalists - civil society organizations - government representatives 	<ul style="list-style-type: none"> - awareness workshops - seminars - meetings and briefings - publish newsletters - press association - civil society networks 	<ul style="list-style-type: none"> - educate, advocate, participate – in kicking poverty out of Tanzania 	<ul style="list-style-type: none"> - newspapers - newsletters - magazines - websites - TSED - press associations - civil society networks 	
Debate and dialogue on the problems of poverty is taking place at all levels of society between policy	<ul style="list-style-type: none"> - enable the poor challenge elected officials on their plans to address poverty - find out perceptions, concerns 	- urban	<ul style="list-style-type: none"> - public affairs/talk and phone-in shows on radio and TV - radio and TV ads - educational clips - organize school and college essay competitions 	- get on board, MKUKUTA requires every stakeholder's participation (specific	<ul style="list-style-type: none"> - mass media (television radio) 	<ul style="list-style-type: none"> <i>Opinion research, monitoring</i> - public opinion surveys and focus groups to understand people's attitudes, level of knowledge

makers and the wider community	and communication needs of stakeholders	- rural	<ul style="list-style-type: none"> - prepare photo, audio and video packages - convene regular focus group discussions such as those used for PPAs - organize regular consultations 	messages on budget and sectoral issues such as health, education, water etc will be developed)	<ul style="list-style-type: none"> - village meetings - radio 	<ul style="list-style-type: none"> - public service satisfaction survey (PSSS) - annual voices of the people report - poverty policy week
	<ul style="list-style-type: none"> - reinforce involvement of stakeholders - provide opportunities for their input, including input into key decisions 	<ul style="list-style-type: none"> - government representatives - civil society - academics and researchers - development partners - clergy - political elite (MP's and other politicians) - journalists 	<ul style="list-style-type: none"> - training of sectoral communicators on information and communication issues (i.e., how to use strategic communication in development operations) - regular short briefings - convene workshops and seminars - create and sustain an online discussion forum - invite journalists on targeted field visits highlighting poverty reduction initiatives - learning workshop on information and communication issues (i.e., how to use strategic communication in development operations) - study tours - on-job technical assistance - internship - scholarship 	- a collaborative, long-term commitment to and participation in ending poverty is required	<ul style="list-style-type: none"> - meetings - workshops - seminars - online discussions - TSED - face-to-face - video conferencing - e-learning 	<ul style="list-style-type: none"> - website - analysis of workshops/seminar evaluation reports - media monitoring and analysis
Action towards economic growth, improvement of life and social well-being is mobilised	<ul style="list-style-type: none"> - raise public awareness of poverty initiatives, poverty trends, causes and effects - provide the poor with knowledge for self-help activities - make poor people aware of policies and programmes affecting their lives including those related to access agriculture, health care, education 	- rural	<ul style="list-style-type: none"> - popular radio and video documentaries on various themes e.g. agricultural marketing, farming, environmental sustainability, investment, health, pastoralism, fishing, agro- processing - a wide dissemination on income generating opportunities - promote news coverage demonstrating success stories - community mobilization activities 	- get on board, MKUKUTA requires every stakeholder's participation (specific messages on budget and sectoral issues such as health, education, water etc will be developed)	<ul style="list-style-type: none"> - radio - promotional materials e.g. t-shirts, caps - participatory poverty assessment - community telecentres 	- surveys to track changes in knowledge, attitude and behaviour as a result of a communication intervention
		- urban	<ul style="list-style-type: none"> - dissemination of information on the steps taken by government regarding SMEs, microfinance, MKURABITA 	- partnership is the key to eradicating poverty in Tanzania	<ul style="list-style-type: none"> - television - newspaper - participatory poverty assessment 	

	<ul style="list-style-type: none"> - support media's capacity to highlight efforts already underway to end the vicious cycle of poverty - enable civil society to design their own interventions to complement government efforts 	<ul style="list-style-type: none"> - civil society organizations - business leaders - trade union leaders - NGO, aid organization leaders - political elite - development partners 	<ul style="list-style-type: none"> - awareness raising, - consensus building - learning workshops - brochures 	<ul style="list-style-type: none"> - partnership is the key to eradicating poverty in Tanzania - the poverty monitoring system, a credible source of information for the public, academicians and policy makers 	<ul style="list-style-type: none"> - magazines - radio - meetings - workshops - seminars - website - TSED 	<ul style="list-style-type: none"> - media monitoring and analysis - website - questionnaires - workshop evaluation reports
Good governance and accountability is reinforced	<ul style="list-style-type: none"> - promote accountability in ending poverty 	<ul style="list-style-type: none"> - rural 	<ul style="list-style-type: none"> - public information campaigns - information is jargon free and easy to understand 	<ul style="list-style-type: none"> - government is committed to working with other stakeholders to develop and implement poverty eradication programmes 	<ul style="list-style-type: none"> - focus group discussions - service delivery points - community telecentres - radio 	<ul style="list-style-type: none"> - public opinion surveys and focus groups
		<ul style="list-style-type: none"> - urban 			<ul style="list-style-type: none"> - print media - electronic media 	<ul style="list-style-type: none"> - media monitoring reports - workshops - evaluation reports
	<ul style="list-style-type: none"> - increase transparency necessary for civil society to monitor levels and trends of poverty - support the media's capacity to promote good governance and rule of law - promote watchdog role of the media - enable development partners to be more strategic in supporting the government and designing their own actions to complement government efforts 	<ul style="list-style-type: none"> - journalists - clergy - government representatives - political elite - civil society organizations - development partners 	<ul style="list-style-type: none"> - workshops - newspaper articles - IEC campaign - training and skill development for media in development journalism 		<ul style="list-style-type: none"> - workshops - meetings 	<ul style="list-style-type: none"> - seminar and workshop reports
Transparent fiscal management is sustained	<ul style="list-style-type: none"> - initiate debate on public expenditure 	<ul style="list-style-type: none"> - urban 	<ul style="list-style-type: none"> - design and disseminate calendar indicating budget cycle and stages - carry out public information campaigns 	<ul style="list-style-type: none"> - demand for your right, demand for equitable measures for sharing economic and social gains 	<ul style="list-style-type: none"> -community meetings - community telecentres - focus group discussions 	<ul style="list-style-type: none"> - opinion surveys
	<ul style="list-style-type: none"> - publicize public expenditure allocations 	<ul style="list-style-type: none"> - rural 	<ul style="list-style-type: none"> - send press releases and Public Service Announcements (PSA) to relevant media and public 		<ul style="list-style-type: none"> - mass media 	<ul style="list-style-type: none"> - poverty policy week

	- enable clear identification of priorities at central and local government in terms of resource allocation plans		information offices			
		- development partners - civil society organizations - government representatives - journalists	- promote debate in the media around budget allocations - encourage a sound understanding of fiscal management - workshops	- let's work together to eradicate poverty	- television - newspapers - meetings - documentation centre	- media monitoring reports - workshop evaluation reports - media monitoring reports

Goal	Objectives	Target audience	Strategies/activities	Key messages	Channels	Feedback
Monitoring and evaluation of MKUKUTA communication programmes	- to ensure messages are developed and adopted in light of public opinion and interests		- develop indicators for measuring impact of information and communication activities (dependent on opinion research)			

ⁱ While information will be targeted to particular audiences, there will be occasions where information will be provided to all or a number of audiences simultaneously. Elements of this matrix are outlined in section four of the communication strategy.