

TCDC COMM STRATEGY



THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF AGRICULTURE
TANZANIA COOPERATIVE DEVELOPMENT
COMMISSION



COMMUNICATION STRATEGY

2022/23 - 2025/2026

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ABBREVIATIONS

ADCE	Advocacy, Development, and Social Engagement
CBO	Community Based Organizations.
COASCO	Co-operative Audit and Supervision Corporation
CPB	Cereal and Other Produce Board
CS	Communication Strategy
CSP	Corporate Strategic Plan
EJAT	Excellence in Journalism Awards Tanzania
FBO	Faith Based Organizations
FYDP	Five Year Development Plan
GCU	Government Communication Unit
ICUD	International Credit Union Day
IEC	Information Education and Communication
ITV	Independent Television
MoCU	Moshi Cooperatives University
MTEF	Medium Term Framework
NGO	Non- Governmental Organizations
SCCULT	The Savings and Credit Cooperative Union League of Tanzania
STB	Sugar Board of Tanzania
SUD	Siku ya Ushirika Duniani
TBC	Tanzania Broadcasting Corporation
TBT	Tea Board of Tanzania
TCB	Tanzania Cotton Board
TCDC	Tanzania Cooperative Development Commission
TFC	Tanzania Federation of Cooperatives (TFC)
TPB	Tanzania Pyrethrum Board
TSB	Tanzania Sugar Board
TTB	Tanzania Tobacco Board
WRRB	Warehouse Receipt Regulatory Board

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FOREWORDS

The Tanzania Cooperative Development Commission (TCDC) is an independent Government body responsible for regulating and promoting development of the cooperative sub-sector in Tanzania Mainland. It was established under the Cooperative Societies Act No. 6 of 2013. Regulation and Promotion of Cooperative Development needs a framework of partnership of stakeholders' participation and feedback mechanism to strengthen information flow both ways.

Communication Strategy is essential in ensuring that complete information about the Commission's policies, programmes, services and initiatives as well as other information to cooperative development is provided timely, effectively and accurately to various stakeholders. The Commission has a duty to explain Cooperative policies and decisions, and to inform the public of its priorities and encourage active and meaningful participation in all processes. The Strategy will ensure that communications across the TCDC and among its affiliate institutions are well coordinated and effectively managed. The Commission will also ensure that it becomes responsive to the diverse information needs of the public.

Through this Communication Strategy, the Tanzania Cooperative Development Commission endeavors to foster open national dialogue with the public on general and specific issues involving education, management, financing and decisions taken with the aim of increasing stakeholders' participation and hence build a climate of trust, credibility and understanding.

Furthermore, the Strategy provides mechanisms for the Commission to respond to public perceptions while providing factual information to address misconceptions or misunderstandings about issues related to Cooperative.

Therefore, the implementation of this Communication Strategy will contribute to enhance the quality of Cooperative services delivery in the country.

Dr. Benson O. Ndiege

REGISTRAR OF COOPERATIVE SOCIETIES

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EXECUTIVE SUMMARY

This Communication Strategy comprises of four chapters: Background; Situational Analysis; Communication Approach and Tactics; and Implementation Framework.

Chapter one describes historical background of the Tanzania Cooperative Development Commission (TCDC), it's mandate, vision, mission and core values, review of the communication activities, objective of the Communication Strategy (CS), rationale and structure of the document.

Chapter two highlights the current communication issues that TCDC encounters. It consists of approaches used in analyzing communication activities, identifying communication strengths, weaknesses, opportunities and challenges as well as audience analysis. The chapter also points out approach needed to develop the CS and define the target audience.

The third chapter entails approaches that will be used in implementing the Tanzania Cooperative Development Commission's (TCDC) Communication Strategy, including Communication and Tactics.

Chapter four presents a framework for implementing the strategy description explained in the preceding chapters. The following are covered in this chapter: a five-year implementation matrix, Communication targets, monitoring and implementation framework and a five-year budget matrix.

CHAPTER ONE: BACKGROUND

1.0 Introduction

This chapter describes historical background of the Tanzania Cooperative Development Commission (TCDC), its mandate, vision, mission and core values, review of the communication activities, objective of the Communication Strategy (CS), rationale and structure of the document.

1.1 TCDC Background

The Tanzania Cooperative Development Commission (TCDC) is an independent government body responsible for regulating and promoting development of the cooperative sub-sector in Tanzania Mainland. It was established under the Cooperative Societies Act No. 6 of 2013. The Commission has evolved from the transformation of the Cooperative Development Division which was under the Ministry responsible for Cooperatives to form a new entity (Independent Department) with a new scope of operations and chain of command from head office to District level which runs parallel with the Regional Administration and Local Government Authorities.

For better performance of the TCDC functions, the Commission has been tasked by the law to establish and maintain a system of collaboration, consultation and cooperation with other institutions or persons within or outside the country. These responsibilities need a framework of partnership with stakeholders in order to strengthen the whole process of participation and feedback mechanism to strengthen information flow both ways.

1.2 VISION, MISSION AND CORE VALUES

1.2.1 Vision of the Commission

To become an “Outstanding Regulatory Institution for Cooperative Development”

1.2.2 Mission of the Commission

To “Provide efficient and effective regulatory and promotional services for vibrant, innovative and economically viable cooperatives”.

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1.2.3 Core Values

In fulfilling the Vision and Mission, TCDC will be guided by the Core Values indicated hereunder:

Core value	Description
Professionalism:	We provide our services based on technical know-how and relevant skills.
Team Work spirit:	We work together towards common goals by sharing skills, knowledge and experience.
Accountability:	We acknowledge assigned responsibilities and we are answerable for consequences.
Transparency:	We adhere to clear and open procedures and guidelines in all our undertakings.
Integrity:	We adhere to moral principles/ethical codes while offering our services.
Result Oriented:	While focusing on our clients' needs, we execute activities basing on expected outcomes.
Innovation and Creativity:	We encourage new ideas in cooperative products and services.
Customer focused:	We will always endeavour to put customers' satisfaction with the sense of urgency, making timely decision, conveying the right, correct and complete information about services and having respect to others.

1.4 Objective of the TCDC Communication Strategy

The overall objective of the Communication Strategy is to ensure public knowledge and communication on cooperative matters in the country is provided timely, effectively and accurately to various stakeholders. Specifically, the Communication Strategy aims at;

- (i).Raising awareness on the Cooperative Development services locally and internationally.

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- (ii). Disseminating Cooperative Development related information to stakeholders as well as creating a modality of feedback.
- (iii). Establishing best communication channel to be used.

1.5 Rationale for Communication Strategy

The rationale for this Communication Strategy is to enable TCDC to perform its Functions under its Mandate in an effective and efficient manner with emphasis on conducts of communication of information within the institution and externally to various stakeholders.

Therefore, this Communication Strategy is an important tool to guide communication operations and ensure that there is common understanding and smooth implementation of the Commission's goals and objectives, in order to attain the National Development Agenda through cooperatives.

1.6 Structure of the Document

The Communication Structure is organized in four chapters. Chapter one highlights the historical background of TCDC, the rationale and objective of the Communication Strategy; Chapter two, outlines situation analysis, approach and targeted audience; Chapter three dwells on Communication Strategy itself, communication channels, tools and tactics while Chapter four explains about the implementation, monitoring and evaluation framework as well as the budget.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.0 Introduction

This chapter highlights the current communication issues that TCDC encounters. It consists of approaches used in analyzing communication activities, identifying communication strengths, weaknesses, opportunities and challenges as well as audience analysis. The chapter also points out approach needed to develop the CS and define the target audience.

2.1 The Situational Analysis

Preparation of this Communication Strategy was done using a participatory approach that involved a Task Force of members from TCDC, Tanzania Insurance Regulatory Authority (TIRA), Moshi Cooperative University (MoCU), Ministry of Communication and Information Technology (Information Services - MAELEZO), Tanzania Broadcasting Corporation (TBC), and National Electoral Commission (NEC). The team conducted a thorough desk review with inputs from various planning documents such as the MTEF document for the TCDC, Corporate Strategic Plan, FYDP III 2021-2026, and other working documents.

Review of TCDC Communication Activities

The review of various working documents, that is, Strategic Plan, Annual Plan and Annual Progress Report revealed a need for a Communication Strategy. Based on the review, there seems lack of comprehensive and well documented communication activities. However, Government Communication Unit managed to implement various communication activities such as preparation and production of *Ushirika* Newsletter quarterly, whereas 11 publications have been produced and disseminated to stakeholders through Social Media (soft copy), TCDC Website and 4,250 hard copies; prepared and produced 57 TV programs and 35 Radio programs (since the year 2021/2022 to date, broadcasted weekly on TBC1 and TBC Taifa), some of the programs were aired on other TV stations – ITV (monthly), Clouds, Star TV and AZAM; prepared and published 62 articles in Newspapers, 572 posts were published on Social Media (TCDC Facebook and Instagram). 390 posts were published on TCDC Website; 56 Press forums/ conference were organized and conducted; 24 *Ushirika cartoons* were produced and disseminated through

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Social Media; 23 media tour were conducted with the aim of covering TCDC success stories; TCDC Ushirika Online TV registered in 2021; Sponsored Excellence in Journalism Awards Tanzania (EJAT) 2021 for Cooperatives category; 2,800 IEC materials produced and disseminated (flyers, leaflets, brochures).

The Promotion Division annually coordinates and participates in different local and international events such as the International Day of Cooperatives (SUD), the International Credit Union Day (ICUD), Mwalimu Nyerere International Trade Fair (Saba Saba), Nane Nane Exhibitions, Financial Week Exhibitions, the East African Trade Fair, the World Saving Week, World Food Program, Economic Empowerment exhibitions. Participation of TCDC in such events annually, increases public awareness on its activities, though in a limited scope.

2.2 COMMUNICATION ISSUES AND SWOC ANALYSIS

In improving communication to its stakeholders, TCDC requires effective and efficient utilization of its strength and opportunities to address the existing weaknesses and challenges which affect the progress of the communication function. An internal and external analysis of the stakeholders identified a handful of communication issues to be addressed. The following is a summary of communication issues and SWOC analysis.

a) Ineffective Institutional Communication Guide

There is no a clear Communication guide designed to establish effective information sharing and its stakeholders. Also, there is lack of clear knowledge among stakeholders on the institutional Mandate in promotion and regulation of cooperative services in Tanzania.

b) Ineffective Coordination of Information Flow

There is a number of organizations which educate and disseminate information to the public on cooperative services, as a result information disseminated may not reach the intended audience effectively if not in a well-coordinated manner due to absence of a communication strategy.

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c) Conflicting messages

In some cases, different government officials sometimes deliver different, conflicting messages on cooperative development issues. These messages cause confusion and distrust among stakeholders and the general public.

d) Underutilization of Social Media Platforms for Information

Dissemination

There is minimum use of social media platforms in communicating information to stakeholders, as much as it is widely used by other key stakeholders. Thus, a lost opportunity to engage stakeholders.

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2.3 SWOC ANALYSIS OF TCDC COMMUNICATION FLOW

The following is the summary of the SWOC analysis.

Table 1:TCDC SWOC Analysis on Communication flow

Strengths	Weakness	Opportunities	Challenges
<ul style="list-style-type: none"> ▪ Committed leadership. ▪ Available information on policy and programmes documents. ▪ Availability of cooperative sector platforms. ▪ Existence of Management Information System. ▪ Existence of TCDC website. ▪ Existence of Government Communication Unit and Promotion Division. ▪ Availability of cooperative information. 	<ul style="list-style-type: none"> ▪ Inefficient information dissemination. ▪ Insufficient knowledge to media personnel and politicians on the roles of TCDC and Cooperative Sector. ▪ Weak feedback information systems from the general public. ▪ Ineffective systems of 	<ul style="list-style-type: none"> ▪ Availability of vibrant media relationship, ▪ Increasing demand for cooperative information. ▪ The growing use of Mass Media and social media ▪ Existence of forums, platforms and/or consultative systems. 	<ul style="list-style-type: none"> ▪ Lack of clear Policy on communication systems. ▪ Limited recognition of the pivotal role of communication by society. ▪ Top-down approach in information flow. ▪ Weak communication infrastructures. ▪ Limited budget of Commission.

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Strengths	Weakness	Opportunities	Challenges
	<p>lobbying and advocacy at the Commission.</p> <ul style="list-style-type: none">▪ Insufficient strong platforms for provision of cooperative information and services offered by the Commission.	<ul style="list-style-type: none">▪ The growing awareness and interest on Cooperatives issues shown by the general public.	

2.4 STAKEHOLDERS ANALYSIS

Tanzania Cooperative Development Commission has an array of stakeholders. Understanding of stakeholders is important in every program or strategy to be implemented by the organization. It is a critical step towards effective and efficient implementation of this CS. This will allow it to precisely deliver right messages to the right stakeholders at the right time.

Communication involves all citizens regardless of their income levels, age, sex, life styles etc. Due to these differences, this strategy will provide guidance to relevant key stakeholders towards developing specific messages to be addressed to each stakeholder group and the appropriate channels to be used.

a) Internal Employees

The staff members of TCDC are the key stakeholders. They are responsible for overseeing the implementation of this strategy in their day-to-day duties. It is therefore imperative that management and employees of the Commission fully understand this strategy and its implications.

b) The Commission's Affiliate Institutions

This category includes; Cooperative Audit and Supervision Corporation (COASCO), Moshi Cooperatives University (MoCU), Tanzania Federation of Cooperatives (TFC), The Savings and Credit Cooperative Union League of Tanzania (SCCULT) and Crops Boards (TTB, SBT, TBT, CBT, TCB, TSB TPB, WRRB and CPB). This category of stakeholders carries out some of the Commission's roles within the Cooperative Sector. They need timely and correct information to make informed decisions, offer services quickly and get feedback on areas of service delivery which need continuous improvements.

c) Development Partners

United Nations Organizations, Embassies, Multi-lateral Agencies and other Strategic Development Partners whose continuous partnership with the Government is vital, need to have a thorough understanding of the Commission in order to support TCDC in several dimensions to enhance the development of the Cooperative Sub-sector in the country.

d) Ministries, Departments and Agencies (MDAs)

Government Ministries, Independent Departments as well as Local

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Government Authorities (LGAs) are working closely with TCDC in order to achieve broader National Policies and Plans. Therefore, they need to be updated on what TCDC is doing in a continuous basis.

e) Political Leaders

These include; Members of Parliament and Local Government leaders. They influence policy-making, implementation and monitoring at various levels especially through parliamentary debates. Their opinions are taken seriously and have a great influence over the population. They need to understand the Policies and Guidelines of the Commission so as to act as ambassadors of the Commission to their respective constituencies and locations.

f) Private Sector

This includes multinational companies, local companies, and business associations. In some instances, they are employers and investors in the country.

g) Co-operative Movements

Cooperative societies at all levels need to know what the Commission is doing in order to be aware of the guidelines and directives issued by the Commission pertaining to the overall management of the cooperative societies. They are also supposed to know Co-operative's Policies, Plans and Programmes which are being implemented countrywide.

h) Media

The media play an important role in setting the agenda, influencing decision-makers and shaping the views of the general public towards the Commission's Policies, Plans and Programmes. Therefore, the Commission pays special attention to the media as a crucial actor and not a mere channel of communication.

i) Non – State Actors (NSA)

Non – State Actors include: academicians, researchers, Faith Based Organisations (FBOs), Non- Governmental Organisations (NGOs) and Community Based Organisations (CBOs). This target audience sparks off debates that shape public opinions. They are closer to the grassroots stakeholders and complement the government's efforts to disseminate information through their already established network. Non-State Actors have

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greater influencing powers and in most cases are trusted by the people they work with.

j) General Public

The general public needs to be encouraged to take advantage of Co-operatives so as to improve their livelihood. The communication activities recommended in this Strategy will enhance the level of understanding of the Commission's Policies, and establish framework to ensure a two-way flow of information between the Commission and the general public.

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Table 2: Stakeholders Analysis and Communication Interventions

Target Audience/Stakeholders	Information Needs/Gap	Expectations of the target Audience	CS intervention/ Output	CS Outcome
The General Public	<ul style="list-style-type: none"> ➤ Inconsistent branding ➤ Limited awareness of the TCDC services offered. ➤ Unclear feedback mechanism ➤ Unclear coordination of TCDC niche stakeholders 	<ul style="list-style-type: none"> ➤ Easy access to information on TCDC services to all stakeholders. ➤ Clear and responsive feedback mechanisms. ➤ Seamless coordination of stakeholder's activities 	<ul style="list-style-type: none"> ➤ Packaging information for dissemination through various outlets. ➤ Updating and equipping a customer service call centre. ➤ Preparing and implementing a "Client Service Charter" ➤ Establishment of complaints register ➤ Establish technical 	<ul style="list-style-type: none"> ➤ Raised awareness to the potential businessmen for uptake of the TCDC services ➤ Take the opportunities associated with business registration, licensing and regulation within TCDC ➤ Improved services and customer satisfaction

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Target Audience/Stakeholders	Information Needs/Gap	Expectations of the target Audience	CS intervention/ Output	CS Outcome
			working groups	
Private Sectors and Non state actors	<ul style="list-style-type: none"> ➤ Inadequate perception of the TCDC responsiveness. ➤ Clear information on the available investment opportunities ➤ Limited transparency on TCDC day to day activities. 	<ul style="list-style-type: none"> ➤ Clear and responsive feedback mechanisms. ➤ Provision of timely information for decision making. ➤ Simplified and annotated target roles and functions TCDC activities. ➤ Briefs of the investment opportunities and targeted areas. ➤ Working as good neighbours and mutual stakeholders. 	<ul style="list-style-type: none"> ➤ Simplified messages on TCDC readiness to support investors. ➤ Creative messages informing on benefits of safeguarding and overseeing Government's Investments in Public and Statutory Corporations ➤ Information on how other government 	<ul style="list-style-type: none"> ➤ Timely complaints handling and feedback mechanism. ➤ Collaboration with all stakeholders more specifically PSCs to promote Government's Investments in Public and Statutory Corporations

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Target Audience/Stakeholders	Information Needs/Gap	Expectations of the target Audience	CS intervention/ Output	CS Outcome
			institution(s) can help in carrying out TCDC's activities.	
Media	<ul style="list-style-type: none"> ➤ Limited knowledge and understanding of TCDC. ➤ Limited access to the information to be used for media consumption . ➤ Absence media relation activities. 	<ul style="list-style-type: none"> ➤ Easy access to information on TCDC, based on execution, reporting and communicating activities. ➤ Regular press briefing. 	<ul style="list-style-type: none"> ➤ Regular and timely media briefing on the execution of TCDC issues. ➤ Conducting media (Journalists and Editors) workshops enlightenment on TCDC. ➤ Incubate initiation media reporters' pool. 	<ul style="list-style-type: none"> ➤ Accurate and timely reporting of the TCDC's issues. ➤ Generate high level involvement of the public and stakeholders to TCDC goals execution processes.

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Target Audience/Stakeholders	Information Needs/Gap	Expectations of the target Audience	CS intervention/ Output	CS Outcome
Academic and Research Institutions	<ul style="list-style-type: none"> ➤ Exposure to the various activities dealt with TCDC for research purposes 	<ul style="list-style-type: none"> ➤ Easy access to TCDC information. ➤ Clearly understand the priority areas of the TCDC in business facilitation and formalization. 	<ul style="list-style-type: none"> ➤ Clear analyzed and communicate data ➤ Expose the TCDC activities, process and other requested areas to cater for their academic and research needs. 	<ul style="list-style-type: none"> ➤ Infuse information to the audience reach ➤ Analyze and critic the progress/approaches of the TCDC. ➤ Feedback on their analysis of TCDC investment facilitation and formalization activities relevance to the contemporary world.
Political Leaders	<ul style="list-style-type: none"> ➤ Minimal awareness of the TCDC mandate and key priority. ➤ Putting individual interest as 	<ul style="list-style-type: none"> ➤ Clear messages on the TCDC's all priority areas. ➤ Clear outlined TCDC-CS interventions. 	<ul style="list-style-type: none"> ➤ Clear analyze and communicate data to the public showing the opportunities, their roles and 	<ul style="list-style-type: none"> ➤ Popularize TCDC priority areas in their constituencies and political parties. ➤ Communicate to their development allies on TCDC priority areas.

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Target Audience/Stakeholders	Information Needs/Gap	Expectations of the target Audience	CS intervention/ Output	CS Outcome
	paramount factor over national.		<p>benefits as well as available government support to locals</p> <ul style="list-style-type: none"> ➤ Identification of key influencers to hoot on TCDC areas of priority. 	
Internal Staff/employees	<ul style="list-style-type: none"> ➤ Timely response to the domestic and international communities ➤ Clear responsibility of the communicati 	<ul style="list-style-type: none"> ➤ Clear and responsive feedback mechanisms. ➤ Provision of timely information for decision making. ➤ Identified TCDC spokesperson. ➤ Good synergy and 	<ul style="list-style-type: none"> ➤ Capacity building and sensitization on customer care. ➤ Preparing and implement a “Client Service Charter” ➤ Preparing 	<ul style="list-style-type: none"> ➤ TCDC staff being the first in handling customer’s complaints. ➤ Both local communities and TCDC staff being on the seamless communication loop. ➤ Both TCDC staff and

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Target Audience/Stakeholders	Information Needs/Gap	Expectations of the target Audience	CS intervention/ Output	CS Outcome
	<p>ons unit.</p> <ul style="list-style-type: none"> ➤ Absence of Communication Policy guideline ➤ Collective understanding of TCDC strategic direction. 	<p>understanding of the TCDC direction.</p>	<p>internal communication guideline.</p> <ul style="list-style-type: none"> ➤ Conduct service Delivery Survey ➤ Preparing and implement Communication Policy guideline. 	<p>external clients to know exactly timeframe to expect responses.</p> <ul style="list-style-type: none"> ➤ Satisfaction level and service delivery improved
MDA's and LGA's	<ul style="list-style-type: none"> ➤ Minimal awareness of the TCDC mandate and key priority. ➤ Putting institutions interest as paramount factor over 	<ul style="list-style-type: none"> ➤ Clear messages on the TCDC's all priority areas. ➤ Clear outlined TCDC-C S interventions. 	<ul style="list-style-type: none"> ➤ Clear analyze and communicate data to the public showing the opportunities, their roles and benefits as well as available 	<ul style="list-style-type: none"> ➤ Popularize TCDC priority areas in their constituencies and political parties. ➤ Communicate to their development allies on TCDC priority areas.

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Target Audience/Stakeholders	Information Needs/Gap	Expectations of the target Audience	CS intervention/ Output	CS Outcome
	national.		<p>government support to locals</p> <ul style="list-style-type: none"> ➤ Identification of key influencers to hoot on TCDC areas of priority. 	

CHAPTER THREE: COMMUNICATION APPROACHES AND TACTICS

3.1 Introduction

This chapter entails approaches that will be used in implementing the Tanzania Cooperative Development Commission's (TCDC) Communication Strategy.

3.2 Communication Approach

This Communication Strategy is aligned with the Commission's plan (2023 - 2026) and it supports achievement of the organizational goal through the **Advocacy, Development, and Social Engagement (ADSE) communication model**. During the implementation the following approaches will be used.

i. **Advocacy**

Using simple language approach to support the Communication Strategy in achieving high political will, to bring on board all stakeholders by clearly explaining the Cooperative Development service rationale, using communication concepts familiar to the specific community and listening reflectively for mutual execution.

ii. **Development of Cooperative service**

Communicate all objectives of the **Cooperative movement** on enhancement of service provision by ensuring access and availability of robust services throughout all social economic sectors.

iii. **Social Engagement of cooperative services stakeholders and beneficiaries**

Create a platform for collaboration and educating all cooperative stakeholders for harnessing informed decision making.

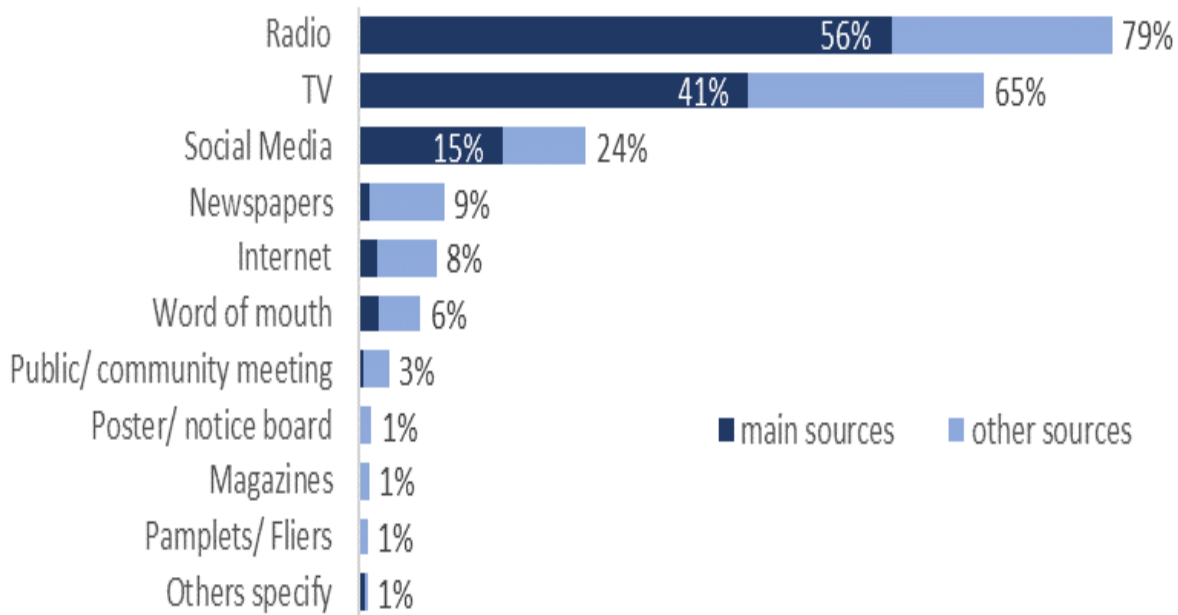
3.3 Tanzania Media Market Share

Tanzania offers a number of fora that provide information and entertainment programmes to its residents on a regular basis. The media channels include Radio, Television, Newspapers, Social Media, internet, word of mouth, public and community meetings, posters/notice board and fliers.

Considering such platforms, a survey conducted by Twaweza (East Africa) on public perspective on access to information shows that Radio is the most popular media across the whole country, with 56 percent of citizens accessing information through such channel while 41 percent of the Tanzanians use Television as their daily news

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source. Unfortunately, Print Media (newspapers) is gradually losing their pace as the current studies indicate only 9 percent of citizens refer to them as a source of news. However, with an advent of new media technologies, about 8 percent of Tanzanians use internet-based channels to access information and daily news based on their interests. Meanwhile, the same survey shows 15 percent of the population use social media as a source of information.



Source: Twaweza East Africa Public Perspective on Access to Information Survey Report, September 2020.

Figure 1: Trends of Perspective on Access to Information

3.4 Communication Channels, Tools and Tactics

Various communication channels, tools and tactics will strategically be used to ensure targeted audience is reached effectively in order to achieve the communication and marketing objectives.

3.4.1 Mass media – National/Regional Radio, Newspapers and Television

The Commission and partners will capitalize on well-established media in Tanzania to

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disseminate key messages targeting all audiences identified. The message format will vary to suit different groups, as indicated in the stakeholder's expectation assessment, but will include TV and Radio news coverage, special program productions, interactive talk-shows and guest/ expert appearances in call-in program and media campaign.

i. Radio

In Tanzania as in other parts of Africa, Radio is the most frequently cited source of information for many and presents the most efficient way to reach millions at once. The strategy will take advantage of Radio popularity in Tanzania including mainstream and community in dissemination of information on the Tanzania Cooperative Development Commission (TCDC) services. The number of Radio stations has grown steadily over the last few years, targeting different groups of audiences. Through this decentralized media status in Tanzania, the team will take advantage of the national (mainstream media) and regional stations (Community Radios) to reach various groups of stakeholders.

ii. Television

Television is yet another avenue which the strategy will use to reach its targeted stakeholders with the key messages. Although not as widely accessible to most Tanzanians compared to Radio, Television offers the opportunity for creative programming targeting very specific groups for instance Executive Government Officials, Politicians, Law Enforcers, Development Partners, Private Sector as well as those in the higher and middle economic groups. Television will be helpful in supporting national level activities including public education on cooperative services transformation concept and its importance.

iii. Daily and Weekly Newspapers

Despite the fact that fewer people in Tanzania receive information and news from newspapers than from Radio and Television, this medium is important for reaching certain audiences (stakeholders). There is a wide variety of newspapers in the country that will be used to disseminate information to special interest groups by publishing news stories, feature articles, special editions and pictorials.

iv. Social Media

In contrast to traditional media such as Television, Radio, and Newspapers, which send

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information in one direction, users can absorb information provided by the media but have little or no ability to voice their opinions on the subject. There are 29 million internet users in Tanzania by March, 2021 out of which 15 million uses social media. These networks include Facebook, WhatsApp, Twitter, Instagram, Clubhouse, Google+, Viber, LinkedIn, Blogs, Skype and YouTube channels through live streams, online interactions, short video clips and captioned pictures. The social media gives users the ability to interact with each other on the content that is being disseminated or discussed and thereby provide freedom to air/share their opinions. Social Media will be used to disseminate information to General Public by publishing cooperative news stories and pictorials; and receive feedback for the message disseminated.

3.4.2 Culturally Appropriate Information Materials

The strategy will also produce information materials which will be distributed to the target audience through various channels, to further disseminate information and reinforce positive behaviours and cooperative development services uptake. The plan will take into account, among other things, cultural appropriateness for specific audiences and literacy levels while developing the materials. There will be a variety of print and audio-visual materials produced, including low literacy items and education materials for people with special needs that will be pre-tested in partnership with local populations to ensure they suit their information needs.

3.4.3 Special Thematic Campaigns, Exhibitions and Public events

The Commission will organize thematic campaigns, exhibitions and public events around specific and different areas of priority for a reasonable and specified period of time to further the public's knowledge. There will be planned events that will correspond with all pavilion on the national and international calendars. National events like Public Service Week, Sabasaba, Nanenane, International Day of Cooperatives (SUD), and International Credit Union Day (ICUD), will be leveraged to successfully communicate the Tanzania Cooperative Development Commission (TCDC) initiatives and achievements to the public.

3.4.4 Media/Journalists Engagement

The strategy will also focus on creating a good rapport with media owners, editors and journalist/reporters on the key priority messages for supporting the Tanzania

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Cooperative Development Commission (TCDC) services. The activities which will be carried out with regards to this approach include meetings, monthly luncheons, annual retreats, training/ workshops and site visits/media tour,

3.4.5 One to one communication

Interpersonal communication has developed into a significant source of information; providing an extended platform for discussing certain issues with stakeholders. The strategy will capitalize on this great opportunity to improve information distribution, particularly during interactions with key stakeholders such as Members of Parliament. Educational materials and presentations will be used to complement this approach.

3.5 Communication Policy & Crisis Management

3.5.1 Communication Policy

The policy outlines Communications relating to the key TCDC strategic issues and the respective Spokespersons. However, it has to be noted that all Communication processes are coordinated and managed by the Government Communications Unit.

The important issues will be communicated as follows:

- a. All policy related issues shall be communicated by the Commissioners or the Minister responsible for Cooperatives;
- b. All programmes, plans and financial matters shall be communicated by the Registrar and/or designated spokesperson on behalf of the CEO when the need arises;
- c. All circulars and guidelines shall be communicated by the Registrar; and
- d. All Cooperative matters of technical nature which call for detailed clarifications shall be communicated by the Deputy & Assistant Registrars or Heads of the respective Departments/ Units with the consent of the Registrar.

3.5.2 TCDC Communication Crisis Management

TCDC Communication Crisis Management focuses on major events that threaten to harm the organization, its stakeholders, or the Cooperative Sector. In response to that, TCDC is obliged to form a team to protect the Commission against the adverse effects of the crisis. The team is mandated to decide on future courses of action and devise

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strategies to help the Commission come out of the difficult times as soon as possible.

The composition of the Crisis Management Team include: the Registrar/CEO, Heads of the Affected Departments/ Units, Administration & Human Resource Department, Communication Unit and Legal Unit.

CHAPTER FOUR: IMPLEMENTATION FRAMEWORK

4.1 Introduction

This chapter provides key implementation instruments for this communication strategy. Thus, it presents a framework for implementing the strategy description explained in the preceding chapters. The following are covered in this chapter: a five-year implementation matrix, Communication targets, monitoring and implementation framework and a five-year budget matrix.

4.2 Strategy Implementation Matrix

The five-year strategy implementation matrix from 2021/22 - 2025/26 is designed to achieve the following overall communication objective: to coordinate effective communication of government policies, services, and accomplishments at the commission level and throughout the commission's affiliated institutions in order to raise awareness and garner support from the public and stakeholders. Worth-noting, the implementation matrix, table No. 1 is well aligned with the specific communication objective.

4.3 Strategy Implementation

Implementation of the Communication Strategy is coordinated by Government Communication Unit (GCU) in cooperation with the Commission's departments and units to facilitate implementation. GCU acts as a central processing unit of all communication agenda under this Communication Strategy.

The Unit liaises with other departments, units, government institutions and stakeholders to ensure development and implementation of specific communication issues in order to achieve the objectives of the Strategy and that of the Cooperative Sector. It is therefore mandated to facilitate in processing information, designing key messages, charting out periodic communications events, agenda and planning official communication programs.

4.4 Communication Targets

Execution practices of this communication strategy are aligned with strategy's communication targets, which were drawn from specific communication objectives as indicated here below:

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Specific communication objectives	Communication targets
1. To publicize the Cooperative Development service transformation, initiatives and its benefits to Tanzania.	a. Public awareness about Cooperative Development services, opportunities and achievements undertaken by June, 2026. b. Cooperative Development service transformation initiatives publicized by June, 2026.
2. To promote positive use of Cooperative Development service among citizens, businesses and consumers.	a. Simplified Cooperative Development service information and services promoted by June, 2026. b. A mechanism to address misinformation and disinformation of Cooperative Development service developed and operationalized by June, 2026.
3. To promote supportive consultations and engagements with stakeholders and actors about Cooperative Development service.	Stakeholders' engagement events, forums and consultations promoted by June, 2026.
4. To facilitate implementation of the Communication Strategy among implementing actors.	a. Resources for implementation of TCDC Communication Strategy mobilized and maintained by June, 2026. b. Actors to implement TCDC's Communication Strategy facilitated by June, 2026.

Therefore, communication activities in the implementation matrix below are aligned with the targets in the table above.

4.5 Monitoring and Evaluation (M&E)

The aims of Monitoring and Evaluation (M&E) of this Communication Strategy are to measure the extent to which the planned target is being achieved in quantitative realities. The following are indicators against which monitoring will be undertaken:

- a) Number of information materials produced;

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- b) Number of public awareness activities organized;
- c) Number of outreach programmes conducted;
- d) Number of capacity building programmes developed and implemented;
- e) Number of forums held;
- f) Number of issues uploaded into website;
- g) Number of issues received from the visitors of our website;
- h) Number of Television and Radio programs attended; and
- i) Number of media relations events carried out.

SN	OUTPUT	TARGET (Quantity) 2023–2026
1	Fact sheet material (soft and hard copies)	5,000 hard copies and soft
	Annual reports	2000 copies
2	Educational Materials	
	Brochures	100,000 copies
	Fliers	100,000 copies
3	Operational guiding documents	
	TCDC Communication Strategy	100 copies
3	Media Programs	
	TV documentaries	12 documentaries annually
	TV Programs	48 programs annually.
	Radio Programs	36 programs annually
	TV commercials	6 TVC to be aired to 2 stations annually
	Radio Spots	3 Radio spots to be aired in four radio stations
	News Stories	6 (to be printed into at least 3 newspapers weekly)
	Feature Articles	12 (to be printed into at least 3

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SN	OUTPUT	TARGET (Quantity) 2023–2026
		newspapers monthly)
	Social Media	Effective use of PC blog, Twitter, Facebook, YouTube, Instagram, Website.
	Press statements/events	6 Events annually
5	Advocacy for TCDC	
	Sensitization seminars	8 annually
	Journalist Training	4 annually
	To form a team of specialized reporters	12 persons
	Training of TCDC Ushirika specialized journalists Network and preparation of media guide	12 persons
	Symposium (meeting for university students)	2
	Awarding the best journalists on Ushirika reporting	1 Award: 4 categories.

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Table 3: Strategy implementation matrix: 2022/23 - 2025/2026

Targets	Activities	Audience	Media	Responsible	Timelines
Objective 1: To publicize the Cooperative Development transformation, initiatives and its benefits to Tanzania.					
<i>Public awareness about Tanzania Cooperative Development Commission (TCDC) services, opportunities and achievements undertaken by June, 2027.</i>	a) To organize periodic press conferences.	General public	Mainstream and new media.	HGCU.	2023-2026.
	b) To produce/develop various media content (ie. news stories, picture stories, public notices, media releases, announcements, etc) for dissemination to selected local and international media outlets	General public and the international community.	Local and international media outlets.	HGCU.	2023-2026.
	c) To share selected content areas with the Chief Government Spokesman and the Information	General public.	Mainstream and new media.	HGCU.	2023-2026.

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Targets	Activities	Audience	Media	Responsible	Timelines
	Services Department for expanded mileage and visibility of TCDC's achievements.				
	d) To organize periodic field visits with selected influencers and opinion leaders	General public and the online community.	Mainstream and new media.	DRP/ HGCU.	2023-2026.
	e) To participate in strategic media programmes and interviews.	General public.	Mainstream and new media.	HoD , HGCU	2023-2026.
	f) To produce and disseminate TCDC's programs and annual documentaries.	General public and the online community.	Mainstream and new media.	HGCU.	2023-2026.
<i>Cooperative Development Commission (TCDC) transformation</i>	a) To organize periodic field visits with selected influencers and	General public and the online community.	Mainstream and new media.	DRP/ HGCU.	2023-2026.

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Targets	Activities	Audience	Media	Responsible	Timelines
<i>initiatives publicized by June, 2026.</i>	opinion leaders				
	b) To produce/develop various media content (ie. news stories, picture stories, public notices, media releases, announcements, etc) for dissemination to selected local and international media outlets	General public and the international community.	Local and international media outlets.	HGCU.	2023-2026.
	c) To produce and disseminate TCDC's programs and annual documentaries.	General public and the online community.	Mainstream and new media.	HGCU.	2023-2026.
Objective 2: To promote positive use of Corporative Development services among citizens, businesses and consumers.					
<i>Simplified cooperative development information and</i>	a) To produce and disseminate promotional	General community and the online	Mainstream and new media.	DRP/ HGCU.	2023-2026.

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Targets	Activities	Audience	Media	Responsible	Timelines
<i>services promoted by June, 2026.</i>	materials (media mix) on cooperative development and services.	community.			
	b) To showcase importance of cooperative development and services' achievements towards improved social economic growth and development.	General public.	Media and exhibition platforms.	DRP/ HGCU.	2022-2026.
	c) To promote available opportunities in the area of cooperative development and their relevance to social economic growth and development.	General public and the online community.	Mainstream and new media.	DRP/ HGCU.	2023-2026.

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Targets	Activities	Audience	Media	Responsible	Timelines
Objective 3: To promote supportive consultations and engagements with stakeholders and actors about Cooperative Development service.					
<i>Cooperative Movement Stakeholders' engagement events, forums and consultations promoted by June, 2026.</i>	a) To organize media teasers on selected events.	General public and the online community.	Mainstream and new media.	HGCU.	2023-2026.
	b) To organize and publicize selected TCDC's events (ie. launches, exhibitions and roadshows), forums and consultations.	General public and the online community.	Mainstream and new media.	DRP/ HGCU.	2023-2026.
	c) To systematically track citizens' and stakeholders' voices about various TCDC's products and services.	General public.	Mainstream and new media.	HGCU.	2023-2026.
	d) To use public meetings and	General public.	Public meetings and media platforms.	DRP/ HGCU.	2023-2026.

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Targets	Activities	Audience	Media	Responsible	Timelines
	(interactive) media platforms for the purpose of collecting feedback from citizens and key stakeholders on TCDC's services.				
Objective 4: To facilitate implementation of the communication strategy among implementing actors.					
<i>Actors to implement TCDC's communication strategy facilitated by June, 2027.</i>	a) To facilitate lead implementers of the TCDC's communication strategy with key communication facilities.	Strategy implementers	Internal memos.	HGCU.	2023-2026.
	b) To facilitate review and customize communication strategies of focal Ministries and other implementing institutions.	Strategy implementers.	Workshop sessions.	DPME/ HGCU.	2023-2026.
	c) To organize	Project	Strategic meetings.	DPME/	2023-

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Targets	Activities	Audience	Media	Responsible	Timelines
	strategy onboarding sessions with project implementers.	implementers.		HGCU.	2026.

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Table 4: Budget

Targets	Activities	FINANCE (TZS)				
		2022/23	2023/24	2024/25	2025/26	2026/27
Objective 1: To publicize the Cooperative Development transformation, initiatives and its benefits to Tanzania.						
<i>Public awareness about Tanzania Cooperative Development Commission (TCDC) services, opportunities and achievements undertaken by June, 2027.</i>	a) To organize periodic press conferences.	16,000,000.00	20,000,000.00	25,000,000.00	30,000,000.00	35,000,000.00
	b) To produce/develop various media content (ie. news stories, picture stories, public notices, media releases, announcements, etc) for dissemination to selected local and international media outlets	150,000,000.00	150,000,000.00	150,000,000.00	150,000,000.00	150,000,000.00

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Targets	Activities	FINANCE (TZS)				
		2022/23	2023/24	2024/25	2025/26	2026/27
	c) To share selected content areas with the Chief Government Spokesman and the Information Services Department for expanded mileage and visibility of TCDC's achievements.	7,000,000.00	8,000,000.00	9,000,000.00	10,000,000.00	12,000,000.00
	d) To organize periodic field visits with selected influencers and opinion leaders	60,000,000.00	68,000,000.00	70,000,000.00	75,000,000.00	75,000,000.00
	e) To participate in strategic media programmes and interviews.	12,000,000.00	15,000,000.00	18,000,000.00	20,000,000.00	25,000,000.00

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Targets	Activities	FINANCE (TZS)				
		2022/23	2023/24	2024/25	2025/26	2026/27
	f) To produce and disseminate TCDC's programs and annual documentaries.	80,000,000.00	850,000,000.00	85,000,000.00	90,000,000.00	110,000,000.00
<i>Cooperative Development Commission (TCDC) transformation initiatives publicized by June, 2027.</i>	a) To organize periodic field visits with selected influencers and opinion leaders	30,000,000.00	40,000,000.00	45,000,000.00	50,000,000.00	60,000,000.00
	b) To produce/develop various media content (ie. news stories, picture stories, public notices, media releases, announcements, etc) for dissemination to selected local	15,000,000.00	15,000,000.00	15,000,000.00	15,000,000.00	15,000,000.00

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Targets	Activities	FINANCE (TZS)				
		2022/23	2023/24	2024/25	2025/26	2026/27
	and international media outlets					
	c) To produce and disseminate TCDC's programs and annual documentaries.	40,000,000.00	55,000,000.00	65,000,000.00	70,000,000.00	75,000,000.00
Objective 2: To promote positive use of Corporative Development services among citizens, businesses and consumers.						
<i>Simplified cooperative development information and services promoted by June, 2027.</i>	a) To produce and disseminate promotional materials (media mix) on cooperative development and services.	15,000,000.00	18,000,000.00	20,000,000.00	25,000,000.00	25,000,000.00
	b) To showcase importance of cooperative development and services'	20,000,000.00	20,000,000.00	15,000,000.00	15,000,000.00	10,000,000.00

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Targets	Activities	FINANCE (TZS)				
		2022/23	2023/24	2024/25	2025/26	2026/27
	achievements towards improved social economic growth and development.					
	c) To promote available opportunities in the area of cooperative development and their relevance to social economic growth and development.	25,000,000.00	20,000,000.00	20,000,000.00	15,000,000.00	15,000,000.00
Objective 3: To promote supportive consultations and engagements with stakeholders and actors about Cooperative Development service.						
<i>Cooperative Movement Stakeholders' engagement events, forums and consultations</i>	a) To organize media teasers on selected events.	20,000,000.00	20,000,000.00	15,000,000.00	15,000,000.00	10,000,000.00
	b) To organize and publicize selected TCDC's events	25,000,000.00	20,000,000.00	20,000,000.00	15,000,000.00	15,000,000.00

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Targets	Activities	FINANCE (TZS)				
		2022/23	2023/24	2024/25	2025/26	2026/27
<i>promoted by June, 2027.</i>	(ie. launches, exhibitions and roadshows), forums and consultations.					
	c) To systematically track citizens' and stakeholders' voices about various TCDC's products and services.	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00	10,000,000.00
	d) To use public meetings and (interactive) media platforms for the purpose of collecting feedback from citizens and key stakeholders on TCDC's services.	10,000,000.00	12,000,000.00	15,000,000.00	18,000,000.00	10,000,000.00
	e) To organize	20,000,000.00	20,000,000.00	15,000,000.00	15,000,000.00	10,000,000.00

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Targets	Activities	FINANCE (TZS)				
		2022/23	2023/24	2024/25	2025/26	2026/27
	media teasers on selected events.					
Objective 4: To facilitate implementation of the communication strategy among implementing actors.						
<i>Actors to implement TCDC's communication strategy facilitated by June, 2027.</i>	a) To facilitate lead implementers of the TCDC's communication strategy with key communication facilities.	20,000,000.00	20,000,000.00	15,000,000.00	15,000,000.00	10,000,000.00
	b) To facilitate review and customize communication strategies of focal Ministries and other implementing institutions.	15,000,000.00	15,000,000.00	15,000,000.00	15,000,000.00	15,000,000.00
	c) To organize strategy onboarding sessions with	10,000,000.00	10,000,000.00	10,000,000.00	12,000,000.00	12,000,000.00

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Targets	Activities	FINANCE (TZS)				
		2022/23	2023/24	2024/25	2025/26	2026/27
	project implementers.					