

TANZANIA AGRICULTURAL RESEARCH INSTITUTE



COMMUNICATION STRATEGY

TANZANIA AGRICULTURAL RESEARCH INSTITUTE
P.O.BOX 1571,
DODOMA

JULY, 2019

TABLE OF CONTENTS

LIST OF TABLES	iii
LIST OF FIGURES.....	iii
FOREWORD	iv
ACRONYMS	vi
1. BACKGROUND	1
1.1 Introduction	1
1.2 Institutional Organization	1
1.3 Purpose of the Communication Strategy.....	2
1.4 Rationale.....	2
1.5 Scope of the Strategy	3
1.6 Methodology	3
1.7 Meaning of Some Operational Terms	4
2. SITUATION ANALYSIS	6
2.2 Review of TARI Strategic Plan	6
2.3 Stakeholders Communication Analysis.....	8
2.4 TARI Communication SWOC Analysis	11
2.5 Communication Media Landscape Analysis	16
2.6 Key Communication Issues.....	16
3. THE STRATEGY.....	18
3.1 Objectives.....	18
3.2 Strategy Areas.....	19
3.3 Target Audience	23
3.4 Messages	23
3.5 Slogans.....	24
3.6 Channels, tools and tactics	25
3.7 Feedback mechanism.....	26
4. INSTITUTIONAL FRAMEWORK AND IMPLEMENTATION PLAN	28
4.1 Communication at Different Management Levels.....	28

4.3	Institutional Arrangement.....	30
4.4	Implementation Plan and Budget.....	34
5.	COMMUNICATION MONITORING EVALUATION AND LEARNING	35
	APPENDICES	36
	Appendix 1: TARI Communication Strategy Implementation Matrix	36
	Appendix 2: List of Participants in Technical meeting for preparation of Communication Strategy 04th July 2019.....	37
	REFERENCES	39

LIST OF TABLES

Table 1: TARI Strategic Plan Key Result Areas (KRAs) and linkage to communication 7	
Table 2: stakeholder Communication needs Analysis	8
Table 3: Strengths, weaknesses, opportunities and challenges of TARI communication	12

LIST OF FIGURES

Figure 1: Communicating with target audience at different levels.....	33
Figure 2: Institutional Implementation Framework of TARI Communication strategy 34	

FOREWORD

It is my pleasure to present the Communication strategy, a tool that contributes in the achievement of TARI goals. TARI being a new institution, effective communication of information, knowledge and innovations is key for the attainment of its mandates. Established by the Act No. 10 of 30th September 2016 as a semi-autonomous public institution under the Ministry of Agriculture, TARI needs a vibrant communication strategy to ensure its visibility, coordination of research mandates, dissemination of research findings, including reaching out to stakeholders and building alliances with partner institutions and strong partnership with development partners.

The communication strategy as a management tool will foster TARI's efforts to oversee and provide guidance, coordinate and promote agricultural research on crops, crop products and by-products, soil and water management, soil mapping, agro-forestry, agricultural engineering, socio-economics, biotechnology and climate change management in Tanzania. For example, TARI with a national mandate for crop research through a network of eight centres and nine sub-centres will use the power of communication to effectively pool together the human, financial and physical resources for reaching common objectives.

This strategy is in line with TARI Strategic plan which portrays how agricultural research can contribute to increased agricultural productivity through development and deployment of improved agricultural knowledge and technologies by farmers and other end users. In addition, the Plan has a Vision, Mission and Key Result Areas (KRAs) which altogether form an integral aspect relevant for communication, and thus a basis for formulating this Communication Strategy. TARI vision also envisages that agricultural technologies and innovations are adapted at scale through the use of effective communication approaches and strategies for better improved incomes; enhanced nutritional outcomes; making farming systems more resilient and attaining sustainable agriculture.

The development of communication strategy involved consultation of various documents, holding discussions, use of key informants' interview, individual interviews and conducting systematic analysis of TARI stakeholders' communication needs; analysis of the Strengths, Weaknesses, Opportunities and Challenges (SWOC); analysis of the shifting paradigm in communication media landscape, and identification of key communication issues. This followed development of communication objectives, targets, strategy areas, performance indicators, generic messages and feedback mechanism.

This document has five chapters which are: Background, Situation Analysis, the Strategy, Institutional Framework and Implementation Plan, and Monitoring Evaluation and Learning.

Let me take this opportunity to extend my sincere gratitude to all Government and Private sectors institutions and individuals who participated in the formulation of this strategy. I deeply, send my heart felt appreciations to various TARI staff who were involved during different stages of the communication strategy formulation with full commitment and tireless efforts.

It is my expectation that this strategy will trigger involvement of stakeholders' and beneficiaries' to secure their commitments in enhancing partnership and collaboration for increasing a successful attainment of TARI endeavours.

Dr. Geoffrey S. Mkamilo

DIRECTOR GENERAL

ACRONYMS

ASLMs	-	Agricultural Sector Lead Ministries
CBOs	-	Community Based Organisations
CDs	-	Centre Directors
CFP	-	Communication Focal Point
CGIAR	-	Consultative Group of International Agricultural Research
CKM	-	Communication Knowledge Management
CMs	-	Centre Managers
COSTECH	-	Commission for Science and Technology
CSOs	-	Civil Society Organisations
FFS	-	Farmers Field School
HORTI	-	Horticultural Research and Training Institute
ICT	-	Information Communication Technology
IEC	-	Information Education Communication
IT	-	Information Technology
ITV	-	Independent Television
KM	-	Knowledge Management
KRAs	-	Key Result Areas
LGAs	-	Local Government Authorities
M & E	-	Monitoring and Evaluation
MDAs	-	Ministries Departments and Agencies
MoA	-	Ministry of Agriculture
MST	-	Ministry of Science and Technology
NARS	-	National Agricultural Research System
NCC	-	National Commodity Coordinator
NGOs	-	Non-Governmental Organisations
PO -RALG	-	Presidents Office Regional Administration and Local Government
RSs	-	Research Scientists

SMS	-	Short Messages
SS	-	Support Staff
SWOC	-	Strengths, Weaknesses, Opportunities and Challenges
TARI MGT	-	TARI Management
TARI	-	Tanzania Agricultural Research Institute
TBC	-	Tanzania Broadcasting Corporation
TV	-	Television
WARCs	-	Ward Agricultural Research Centres

CHAPTER ONE

1. BACKGROUND

1.1 Introduction

Effective communication of information, knowledge and innovations is key for the attainment of the goals of the Tanzania Agricultural Research Institute (TARI). TARI being a new institution which was established by the Act No. 10 of 30th September 2016 as a semi-autonomous public institution under the Ministry of Agriculture needs a vibrant communication strategy to ensure its visibility, coordination of research mandates, dissemination of research findings, including reaching out to stakeholders and building alliances with partner institutions and strong partnership with development partners.

Effective Communication among others will spearhead the attainment of TARI mandates to conduct, coordinate and promote agricultural research activities in Tanzania mainland. The communication strategy is a tool that will help TARI to enhance collaboration with other National Agricultural Research System (NARS). The communication strategy, is better placed to also strengthen strong collaborations with regional and international agricultural research centres operating in the country.

1.2 Institutional Organization

The communication strategy as a management tool is there to foster TARI's efforts to oversee and provide guidance, coordinate and promote agricultural research on crops, crop products and by-products, soil and water management, soil mapping, agro-forestry, agricultural engineering, socio-economics, biotechnology and climate change management in Tanzania. For example, TARI with a national mandate for crop research through a network of eight centres and nine sub-centres will use the power of communication to effectively pool together the human, financial and physical resources for reaching common objectives. The communication strategy is therefore taking onboard the communication and information aspects/needs of the Centres which are Ukiriguru, Uyole, Selian, Ilonga, Makutupora, Tumbi, Naliendele, Kihinga and Mlingano; and the Sub-centres which are Kibaha, Mikocheni, Kifyulilo, Hombolo, HORTI-Tengeru, Maruku, Dakawa and Ifakara as they collectively or individually work to save the expectations and aspirations of their respective stakeholders. The strategy is also cognisant to save the needs of 25 Experimental Stations which are under TARI Centres or sub-centres. These stations include Bwanga, Mwanhala, Kazinga, Mwalogwabagole, Nyamasindi and Usagara (TARI-Ukiriguru); Mbimba, Mitalula, Ismani, Seatondale, Igeri, Suluti, Ndengo, Milundikwa, Igurusi, Kikusya and Kinyika (TARI Uyole); TAC (TARI Sub-centre Ifakara); Mtanila and Mubondo (TARI Tumbi); Nachingwea and Mtopwa (TARI Naliendele); Amani Botanical Garden (TARI Mlingano) and Mkuranga and Chambezi (TARI Sub-centre Mikocheni). The strategy will work to unlock the underlying challenges and facilitate

information and knowledge flow along the TARI organization structure as it works to save the various stakeholders and the farming community at large.

1.3 Purpose of the Communication Strategy

The sustainability and development of TARI undertakings depends on the integrity, alignment and focus given by the staff to uphold technology development and dissemination that underpin communication. Thus, communication will be an effective management tool that will mandate all employees to undertake respective activities in a positive direction with integrity, alignment and focus in communicating clear and consistent messages to stakeholders for decision making. The Strategy intends to facilitate coordinated, timely, and effective communication with key stakeholders. It will help to define communication responsibilities of all those involved in the implementation of TARI activities, identify communication channels for information sharing and strengthen institutional capacity to integrate agricultural technological concerns into development policy and planning frameworks.

The strategy intends to raise public awareness, leading to a better understanding and appreciation of the role that TARI plays in resolving agricultural challenges in Tanzania. The communication strategy will be an important tool to engage stakeholders and contribute in the attainment of national agricultural goals leading to development of sustainable agriculture for increased productivity and profitability to enhance income and food security. It will act as an instrument of management for harmonized internal and external communications with the overall objective of creating a favourable basis for relationships with stakeholders along the commodity value chains. The strategy will guide the ways and means to communicate messages to its stakeholders. It will also be used to influence the framework of communication to other organizations with all sort of key stakeholders to achieve the TARI's objectives.

TARI involves a number of major key stakeholders with similar interests but with different situations, country contexts, socio-economic and cultural backgrounds. As a prerequisite we should understand the stakeholders and their communication needs, and linking them to achieve institution objectives. The strategy will also help to increase institutional visibility, transparency and profile by informing and expanding the network of stakeholders at national, regional and international levels.

1.4 Rationale

As part of improving the agriculture sector in the country, the TARI workforce is required to be skilled, knowledgeable and intelligent in interpreting stakeholders' basic needs, priorities and concerns. Such situation will assist TARI in addressing stakeholders' needs and concerns in a manner that increases its ability of achieving its strategic objectives.

The Communication strategy is about fostering inclusiveness of stakeholders' for improving the performance of TARI to ensure achieving its objectives. As such the strategy needs to focus in determining the needs of stakeholders. Furthermore, it

must facilitate the flow of information, packaging, repackaging, sharing of knowledge amongst stakeholders and having follow-up mechanisms to determine whether communication and knowledge management is smooth and the intended impact is being achieved. Therefore, this communication strategy is important as it helps TARI to achieve its objectives.

1.5 Scope of the Strategy

This communication strategy systematically supports communication aspects of TARI's mandates, roles and issues for implementation of its various functions and services. It also examines its audiences, services offered by TARI, problems they face and strategically maps out communication issues, objectives, strategy areas and targets to address their needs. Implementation of the communication strategy aims at influencing efficiency and effectiveness in service delivery between TARI and its stakeholders.

The Strategy will continuously and consistently identify critical and emerging communication issues, technology needs/capacity gaps, training and dissemination pathways, communication modalities and capacity building of all stakeholders along commodity value chains mandated by TARI's network of 17 research Centres and Sub-Centres. It will be focusing on both internal and external communication aspects related to technology, innovation, knowledge and information, human resources and ICT infrastructure.

1.6 Methodology

The development of communication strategy involved consultation of various documents, holding discussions, use of key informants' interviews, individual interviews and conducting systematic analysis of TARI stakeholders' communication needs. A review of current situation of the communication aspects of TARI and identification of gaps which formed as a basis for development of the Strategy was conducted. This included looking at TARI strategic plan, the identification of key stakeholders, their expectations, information needs and channels for reaching them with appropriate messages for the achievement of TARI goals. Analysis of the Strengths, Weaknesses, Opportunities and Challenges (SWOC) of TARI was undertaken to come up with some solutions for improving communication effectiveness. The shifting paradigms in communication media landscape, was assessed to come up with insights on what media types can be used to communicate with the target audience.

Among the key players who were involved in the review and validation of the draft communication were TARI staff, other researchers from the NARS, Government Ministries, Departments and Agencies, Non-Governmental Organizations, Non-State Actors and the private sectors.

1.7 Meaning of Some Operational Terms

Communication: refers to giving or receiving a message with intention of getting a response. Communication can be verbal, nonverbal, or visual. Verbal communication can be broken down into written and oral communication. Written communication consists of avenues such as e-mail, text, and chats. Oral communication includes phone calls, video chats, and face-to-face conversations. Nonverbal communication consists of mostly visual cues, such as body language, facial expressions, physical distance between communicators, or the tone of voice. Visual communication can be seen through signs, webpages, and illustrations. These are used in the workplace to draw attention and provide documentation.

Communication Strategy: refers to as a blueprint for exchanging information between and among stakeholders.

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

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

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

Internal Communication: Involves information exchange within the organization whereby messages can be exchanged via personal contact, meetings, online tools – google calendar, google drive, telephone, e-mail, internet - the website accessible only by employees. It helps employees in performing their work, developing a clear sense of organization mission, identifying and promptly dealing with potential problems. Internal communication is organized as vertical, downward, upward, horizontal and/or diagonal. It also includes other casual forms of communication such as gossip, pleasantries and body language.

External Communication: Involves formal and/or informal information exchange that goes both within and outside the organization through letters, reports, presentations, web pages, traditional mass media - radio, TV, newspapers; as well

as new ways of communication including text messages, the internet, blogs, and other social networks used to send the outside world an important message about the work and quality of the organization.

Effective communication: A communication is effective when the message is understood and when it encourages the receiver to think and acts. It is the process of sending a message in such a way that the message received is as close in meaning as possible to the message intended. It is also regarded as a stimulus as it was initiated and intended by the sender or source, and corresponds closely with the stimulus as it is perceived and responded to by the receiver. The image below gives a clear idea of effective communication as adapted from

Strategic communication: refers to policy-making and guidance for consistent information activity within an organization and between organizations. It is a purposeful use of communication by an organisation to fulfil its mission. It provides a conceptual umbrella that enables organizations to integrate their disparate messaging efforts. It allows to create and distribute communications that, while different in style and purpose, have an inner coherence. It reinforces the organizational message and brand; prevents contradictory and confusing messaging to different groups across all media platforms

Communication tools and tactics: a tool is a medium of communication, the instrument that you can use to reach your audience, while a tactic is the manner in which you use the tool. Tools are things that can be prepared, whereas tactics are things that can be done to deliver information to the media or audience.

CHAPTER TWO

2. SITUATION ANALYSIS

This Chapter reviews and presents current situation of the communication aspects of TARI and identifies gaps as basis for development of the Strategy. This includes examining TARI strategic plan, stakeholders' analysis, analysis of the Strengths, Weaknesses, Opportunities and Challenges (SWOC) of TARI regarding the communication aspects and conducting communication media landscape analysis.

2.2 Review of TARI Strategic Plan

TARI Strategic Plan portrays how agricultural research can contribute to increased agricultural production and productivity through development and deployment of improved agricultural knowledge and technologies by farmers and other end users. In addition, the Plan has a Vision, Mission and Key Result Areas (KRAs) which altogether form an integral aspect relevant for communication, and thus a basis for formulating this Communication Strategy. TARI vision (Box 1) envisages that agricultural technologies and innovations are adapted at scale through the use of effective communication approaches and strategies for better improved incomes; enhanced nutritional outcomes; making farming systems more resilient and attaining sustainable agriculture.

Box 1: TARI Vision and Mission

VISION:

To be the Institute of Excellence for agricultural research in the country and beyond

MISSION:

To generate and promote application of knowledge, innovation and agricultural technologies as catalyst of change in achieving agricultural productivity, food and nutrition security, sustainable agriculture and economic growth involving stakeholders in the country and global community

Key to communication, the TARI Strategic Plan on one of its Key Result Areas (KRA) spells out clearly about sharing knowledge, information and communication on agricultural technologies and innovation (Table 1). The emphasis is given to developing proper mechanism for delivery of quality research information among

stakeholders to create desirable impacts in research. Capacity development in terms of ICT Infrastructure, establishment of technology dissemination platforms, strengthening database and adopting modern communication channels are been highlighted and elaborated. All of the KRAs as indicated in the Strategic Plan involve important communication strategies and activities which will contribute directly to achievements of TARI objectives.

Table 1: TARI Strategic Plan Key Result Areas (KRAs) and linkage to communication

Key Result Area	Communication Areas
Demand-driven technologies and innovations generated and promoted.	<ul style="list-style-type: none"> • Communication for project development, design and execution with implementing partners • Technology multiplication and dissemination to clients • Sharing and publicizing data and results through various communication channels • Communication of technical information to value chain actors
Socio-economics information, policy and marketing options for agricultural product value chains developed and advocated	<ul style="list-style-type: none"> • Communication for project development, design and execution with implementing partners • Articulation of research needs by farmers and other users of research outputs • Technology dissemination to clients • Sharing and publicizing data and results through various communication channels • Communication for policy advocacy • Communication for promoting seed trade
Mechanisms for streamlined, regulated and well-coordinated research established and operationalized.	<ul style="list-style-type: none"> • Coordination of communication activities • Linking communication partners/actors • Communication for effective project management and implementation • Communication for advocacy
Knowledge, information, and communication on agricultural technologies shared.	<ul style="list-style-type: none"> • Communication for demonstration of proven technologies • Learning platforms through use of information desks and ICT facilities • Exchange visits and study tours • Operationalise opportunities in mobile and digital service delivery such as mobile platforms • Implementing effective communication campaigns to enhance adoption of agricultural technologies and innovations
Capacity to implement agricultural research enhanced.	<ul style="list-style-type: none"> • IT hardware and software will be procured; a key resource for effective communication • Possible opportunities for training in communication, information and knowledge management

2.3 Stakeholders Communication Analysis

Stakeholders are the people who will be impacted by the success or failure of TARI, thus inclusion of their perceptions is important for success. Stakeholders may possess optimistic or pessimistic opinions, and may not agree with each other. Stakeholders communication analysis, illustrate that without reconciliation of stakeholders' outlook may pose a challenge for the achievements of TARI intended goals. The term also signifies persons who have invested funds for research within TARI and creditors. Stakeholders also includes TARI's human resources since they have massive interest, and are impacted by its results.

This section briefly explains TARI communication current status and identifies gaps for better improvement. It goes further to identify TARI key stakeholders, their expectations, information needs and channels for reaching them with appropriate messages (Table 2). Communication by virtue of it being a two-way process, stakeholders have their own expectations, whose actions and benefits gained by each tend to have a compounded effect in contributing to the overall achievement in meeting the goals of TARI.

Table 2: stakeholders Communication needs Analysis

Type of Audience	Information required	Channels currently used	Additional channel
Board of Directors	Annual and Progress reports and summaries of achievements, challenges and strategies to overcome them	Board meetings, field visits.	Website, social media, farmers magazine, field days, mass media, and media forum
TARI Management and staff	Update on new and on-going research projects; emerging research requests, briefs on emerging funding opportunities and Development Partners willing to provide support for R&D; relevant agricultural technologies, M&E, adoption and impacts reports; updates on changes of relevant policies, legislations, regulations and standards, Source of funds for research development, data, experience from other research institutions and feedback	Management meetings, scientific conferences, workshops and seminars, emails, phone calls, memos, emails, letters, verbal, field visit, farmers' field days, social networks communication and fax	Websites, WhatsApp, Skype, video conference, (zoom.us) and others social media

Type of Audience	Information required	Channels currently used	Additional channel
Agricultural Sector Lead Ministries	Research agenda and priorities, Policy briefs	Mass media, conferences and workshops	Mobile platforms, symposia and forums
Local Government Authorities	Success stories	Field days, field visits, seminars, Agricultural shows, Mass media	Extensive demos (including use of Ward Agricultural Resource Centres)
Agricultural Extension Officers	Appropriate agricultural technologies on good agricultural practices, new extension approaches and channels, Extension challenges and possible solutions	Verbal communications, telephone, workshops, meetings, fax, letters, and emails, Extension materials, innovative platforms	Websites, Television, short messages and WhatsApp groups, extension toolkit, e-extension methods including mobile platforms
Public and Private seed companies	New seed varieties, availability of breeder seeds, pre-basic and basic seeds, Demand of seeds, priority crops, emerging cropping challenges such as diseases and pests	Annual research reports, mass media, workshops, meetings, emails and letters	Website, e-Newsletter, and news brief, annual stas /conference stakeholders for a mobile platform
Regulatory Authorities (e.g. TOSCI, TPRI, TBS, TCRA, Crop Boards, etc)	New seed varieties released, Advices on crop standards and protocols	Technical meetings and workshops, field visits, emails and letters	Website, printed materials, radios and TVs
Farmers and farmer groups	Appropriate agricultural technologies for good agricultural practices; post-harvest technologies; availability and prices of inputs, access to credit facilities, crop markets, weather forecasts, environmental management and climate change impacts. Land suitability, farming systems characteristics, Farm budget information.	Field days, demonstration plots, farmers field schools, radio, public meetings, brochures and fliers	Short simple messages through mobile phones, WhatsApp group platforms, commodity innovation platforms
Policy Makers	Information on technology and their impact on improving livelihood of communities and economy, Timeline data (trends)	Field visits, Public meetings, electronic and print media	Seminars, policy briefs, annual and progress reports
Processors and Agribusiness	Available opportunities, technologies and evidence on profitability of agricultural technologies and practices, technology efficiency, affordability	Print and electronic media, brochure, leaflets	Websites, Factsheets, infographics, social media

Type of Audience	Information required	Channels currently used	Additional channel
	availability and adaptability		
International Agricultural Research Institutions	Information on national agenda and priorities Areas of collaboration, institutional capacity, exchange programmes	meetings, emails, print	Website, symposia
Development Partners	Institutional capacity, Information on national agenda and priorities, Research management/organisation structure, collaboration and partnership in research, agricultural research policy, impact of technology in improving livelihood and economy in areas supported	Meetings, annual reports,	Factsheets, Website, Print Materials, policy briefs
Media	Information on Success stories and news, emerging agricultural challenges and their impacts on agricultural performance	Interviews, press conferences, public meetings, observations	Talk shows, field visits, blended communication channels
Academics (National and International universities)	Areas for collaborative research; and research outputs, training areas, curricula assessment	Scientific conferences, meetings, print and electronic media	Featured articles, announcements,
Financial Institutions (e.g. Banks, etc)	Business plans, proposals on technology multiplication and dissemination. Impacts of technologies on livelihood and economy, profitability of enterprises (farm budgets)	Emails, websites, conferences,	Round table meetings, breakfast gathering, video documentaries depicting the extent of the problem.
Private companies (eg. Mining, oil & gas)	Information on agricultural suitability, characterisation of farming systems and possible interventions	Progress and annual research reports	Websites, conferences, consultancies,
Civil society Organizations	Appropriate agricultural technologies for up scaling for improving community livelihood, Areas of collaborations	Exhibitions, field days, dialogs, brochures	Dialogue meetings, drum success stories through mass media, social media
Agricultural Service Providers (input suppliers, manufacturers, TCCIA, etc)	Appropriate agricultural technologies and inputs required for up scaling	Exhibitions, Workshops, brochures, electronic and print media	websites, and Print, outdoor posters

Type of Audience	Information required	Channels currently used	Additional channel
Mobile phones Service providers	Content development of technologies and innovations,	Social media, SMS, emails	Dialogue meetings
Artists (music, drama, etc)	Technology contents	Individual contacts, emails, phones	Drama, music and songs, social media
Influential people (traditional and religious leaders)	Success stories, farm budgets, resource endowment	Individual contacts, emails, phone calls, SMS	Demonstration of improved technologies, seminars, study tours, field days, agricultural shows

2.4 TARI Communication SWOC Analysis

SWOC analysis is a strategic planning method that was used to identify internal and external factors which affect TARI communications and knowledge management successes and growth. TARI communication strengths, weaknesses, opportunities, and challenges will either be favourable or unfavourable in achieving its communication objectives. Strengths are internal factors which are good and are beneficial to TARI, and must be used to work in advantage. Strengths can be documented through statistics, customer service reviews, and surveys. Weaknesses are also internal factors that may work against TARI, and must be rectified or corrected for effective communication. Weaknesses need to be documented and acknowledged to handle them promptly before it spreads and leads to overall destruction. Opportunities are external factors which might work in favour of TARI if they are appropriately utilized. Being open to opportunities, knowing when to look for them, and how to act on them can boost TARI's communication successes. Documenting past opportunities can help create a plan on how to capitalize future opportunities. Challenges are also external factors which might hamper efforts and must be identified and managed. Challenges are similar to threats but have the chance of being overcome. Threats have the potential to damage a firm, but challenges often already exist and need to be handled appropriately in positive ways. Thus, SWOC analysis has been used to identify the critical areas of strengths, weaknesses, opportunities and challenges. This analysis has come up with communication solutions to build on the strengths, avoid the weaknesses, capitalize on opportunities and manage challenges. Table 2 is a detailed output of TARI communication SWOC analysis.

Table 3: Strengths, weaknesses, opportunities and challenges of TARI communication

Strengths	Weaknesses	Opportunities	Challenges
Effective TARI Branding including informative TARI logo	Lack of communication profile for farmers and other stakeholders	Use of mobile phones by farmers	Unreliable electricity connectivity
Established good networking, collaboration and partnership	Lack of skilled staff on ICT	Availability of other partners willing to work with TARI in communication	Poor mass media coverage
Availability of technologies and innovations	Lack of updated technology profile Inadequate number of communication officers	Presence of formalized forums between TARI and LGAs such as Internal Review Planning Meetings	Internet hackers of information
Technology multiplication and availability of printed materials	Inadequate communication facilities	Availability of website service providers	Media inaccessibility to some clients
Good expertise in conducting farmers' field days	No clear budget on communication	Farmers demand of information from TARI	Inadequate coverage of communication media
Presence of internet connectivity in all Centres	Lack of consistent branding/marketing strategy	Government willingness to support communication	Expensiveness of media coverage of agricultural technologies
Ability to disseminate technologies	Inadequate training/capacity development on communication	Availability of national, regional and international events	High cost of documentation

		(workshops, seminars, Nane Nane, Agri Expo)	
Having TARI website	Weak flow of information from TARI HQ to TARI centres		Policy uncertainties
Availability of TARI contacts (emails, phones, etc)	Limited information content in TARI website	Availability of modern ways of communication	Fast change of communication technologies
Good Capacity to disseminate technologies	No clear linkage with stakeholders	Availability of many media outlets	High unemployment rate
Good cooperation among stakeholders	Improper media targeting in communicating with stakeholders	Availability of success stories for documentation	Diverging interest between TARI and partners/international research organisation
Well established and clear leadership	Lack of common procedure/methods of documenting information	Availability of government mailing system	Improper timing of broadcasting messages to target audience
	Poor internet connectivity	Interest of agricultural companies/private sector on TARI outputs	High cost of internet infrastructure and connectivity
	Lack of communication working facilities	Availability of public radio and TV station	Illiteracy of some farmers
	Language barrier in communicating with farmers	Availability of new media and social media	Improper means of getting feedback from extension agent on technology performance
	Inadequate sharing of information and		Uncoordinated planning of

	data		communication between TARI and stakeholders
	Absence of data sharing and publication policy		Poorly developed media network to cover the whole country,
	Use of informal communication channels among TARI staff (Gossiping)		Inadequate understanding among media experts of agricultural related issues,
	Uncoordinated and unharmonized communication plans within TARI		Inadequate interaction between media institutions and TARI.
	Lack of established feedback mechanisms		
	Inadequate use communication approaches		
	Limited communication platforms between scientists within and outside TARI		
	Lack of institutionalized knowledge succession plan		
	Inadequate capacity for developing policy briefs and advocacy		
	Lack of knowledge sharing platforms with TARI		

	Inadequate visits to farmers		
	Low priority given to communication and knowledge management issues		
	Inadequate understanding of the contribution of communication and knowledge management in achieving agricultural productivity goals		

2.5 Communication Media Landscape Analysis

Communication media landscape will continue to shift as the technology advances the speed of communications (Huntly, 2018). Traditional media that constitutes televisions, radios and print used to dominate the communication media landscapes, but of recent there has been shifting paradigms to include digital channels where stories are breaking on social media as they happen. The social media now has become a common trend that we don't wait to hear breaking news on a news broadcast at a specific time or in the newspaper the next morning when the "big story" breaks out. Social Media has created a new world of heavily opinionated content where the target audience has instant access to information. Social media have greater content control, direct connection with the target audiences, use of more videos, more spontaneous and live connection. Studies have shown that farmers and extension officers can use social media to access information and share knowledge on agricultural technologies and innovations (Kasuga, 2013).

This Strategy will make use of both traditional channels (such as farm visits, FFS, mobile services, recorded programs) and Modern or blended channels (such as web-based, robot systems, radios and TV programs, ward resource centres, etc.). The use of digital tools will provide great opportunities in supporting technology transfer from the source to the end users. Also, it will enhance the youth involvement in agriculture particularly in digitally enabled agribusiness and extension services. Digital tools will help farmers, extension workers and landscape managers to access information quickly and easily, share and exchange information among them. The use of mobile services in communication process will help to reach easily the intermediate communication actors and end users

According to Count Stat Global Statistic (2018), Social media use in Tanzania was: Facebook (60.47%), Pinterest (18%), Twitter (8.16%), YouTube (7.47%) and Instagram (5.25%). Audience Survey Report (2017) shows radio stations with the highest number of listeners as clouds (23.7%), Radio Free Africa (9.1%), and TBC Taifa (6.9%). In addition, the report, shows that Clouds TV coverage rating maintained the lead of 20.6%, East Africa 16.8%, ITV 15.7% and TBC 11.6%. TARI communication strategy will channel messages to target audiences basing on this changing communication landscape for communication effectiveness and impact.

2.6 Key Communication Issues

The key communication and knowledge management issues of TARI were derived from the stakeholders' analysis, SWOC analysis and media landscape analysis. The analysis identified communication gaps with various stakeholders that should be well addressed under this strategy. The key issues are as listed below: -

- i. Information sharing within TARI and stakeholders
- ii. System of collection, and storage of data, information and knowledge
- iii. Coordination and collaborations of communication within TARI and stakeholders
- iv. TARI Internal communication

- v. Information content development and management
- vi. Packaging and repackaging of information for dissemination to stakeholders
- vii. Appropriate use of communication channels for targeted audience
- viii. ICT infrastructure and skills
- ix. Communication skills

CHAPTER THREE

3. THE STRATEGY

This chapter presents the central aspects of the Communication Strategy outlining communication goal, objectives, strategy areas and their respective activities. It also focuses on strategies for addressing the key communication and knowledge constraints and gaps among identified key stakeholders. The major identified communication gaps relate to inadequate information flow, knowledge management and dissemination of research outputs. Weak linkages with key actors and partners, may be due to weak coordination and inadequate promotion and lack of awareness of TARI staff on the vision, mission and goals. Ineffective internal communication is among issues which the Strategy will address. The Strategy will also focus on supporting scientists on evidence-based communication to influence policy change. In addition, this Strategy provides a framework to guide the coordination efforts to mobilize different state and non-state partners in raising awareness, promoting knowledge and engaging stakeholders, especially crop farmers, to obtain desired results. The goal of this Strategy is to empower and ensure that stakeholders are able to access scientific evidence, make sound decisions and share information through effective established two-way communication. The strategy reflects on a number of strategies that are in line with the aims of TARI Strategic Plan by promoting:- Technology development and Innovation; Excellence in communication and knowledge management through established and strengthened Directorate of Technology Transfer and Partnership – more specifically the established standalone Knowledge and Communication Unit; Capacity development, for individuals, organisations and ICT infrastructure; and Partnership with other organisations that can amplify TARI's visibility and impact

3.1 Objectives

The overall objective of the Communication Strategy is to enhance change in clients' behaviour, perception and mindset for wider utilization of research technologies and innovations for increased agricultural production and productivity. This is in line with the TARI strategic plan which emphasises sharing and exchange of information, knowledge and communication of agricultural technologies among stakeholders. The specific objectives that also align with the strategic plan are to: -

- i. Enhance internal communication for improving management coherence, coordination and achievement of TARI objectives,
- ii. Strengthen client responsive management information system,
- iii. Enhance knowledge sharing and dissemination of research outputs,
- iv. Enhance effective use of ICT in information management and communication

- v. Strengthen institutional communication capacity and raise visibility of TARI

These objectives are linked to the key Strategy Areas presented below.

3.2 Strategy Areas

Strategy areas are combination of approaches and actions to be undertaken to achieving Communication objectives. A combination of various strategies and actions will be used depending on target audience and output to be achieved. They have been formulated based on key communication needs and gaps presented and discussed in the situation analysis section. These strategy areas have been developed to address both internal and external communication needs of TARI and of key stakeholders.

Strategy Area 1: Coordination of communication

One of the Key Result Areas (KRA) of TARI Strategic Plan concerns established and operationalized mechanisms for streamlined, regulated and well-coordinated research. Thus, the focus of this area is to ensure that communication strategy is well implemented, coordinated, advocated and evaluated according to plan. It is also critical that effective communication will require coordination of information and knowledge management at all levels. TARI with a network of centres and sub-centres in different locations across the country will need a strong coordination to effectively communicate internally and externally.

Looking at TARI Organization Structure, it provides a space for streamlining Communication aspects at all levels. At the Headquarter, there is Knowledge Management and Communication section, with responsibility for coordination of communication issues. This is supported with Heads of Knowledge, Communication and Documentation Programme at the Centre and/or Sub-Centre level, who will be designated Communication Focal Point (CFP) for coordinating knowledge management and communication issues. These persons will be senior staff with skills and well versed in communication, corporate communication, public relations, partnership management, data management and information technology. Certain skills may be acquired through in-house training and/or specialized training. These CFTs will be required to meet quarterly for joint planning and organized implementation of communication and knowledge management activities.

Activities:

- i. Develop Terms of Reference for CFT
- ii. Organize quarterly meetings of communication focal persons for planning and review progress on the implementation of communication activities

- iii. Establish Agricultural Content Development Committees at national and district (LGA) levels with representatives of all key players in communication of agricultural technologies

Strategy Area 2: Effective Internal Communication

As discussed under Strategy Area 1, this Area is also supporting the same KRA of TARI Strategic Plan as regards to communication. Since, internal communication in any organisation is significant as a building block of the organisational culture, TARI adoption of effective internal communication principles will ensure that all members of an organisation are working towards a common goal and assisting each other effectively. When TARI is communicating effectively with its internal staff, it will be developing a cohesive culture where everyone is focused on the same goal and has the same objectives. By working within a cohesive culture, TARI stakeholders will work more efficiently together and collaborate more effectively.

Some specific benefits that will result from TARI achieving effective internal communication include: i) Employees will make more decisions themselves since they have the tools and knowledge to know the "right" decisions in line with the TARI's goals; ii) Staff will be able to identify better the goals, mission and procedures of TARI, which will result in a sense of "making a difference" and increase effort and efficiency; iii) Programmes and departments will have a space to share more resources and information circumventing duplication of work for impact; iv) Day-to-day conflict will be reduced since many conflicts result from conflicting ideas on what is important to the organization.

Activities:

- i. Create awareness of TARI staff on the organisation's vision, mission; values and of its key organisational developments
- ii. Share information to all TARI staff on management decisions
- iii. Hold regular meetings at all levels for updates, progress and deliberate on future plans
- iv. Provide TARI staff with information on job related policies and procedures
- v. Share information to staff on e-resources available, updates and developments of programmes under TARI
- vi. Educate staff to use formal channels and hierarchies in providing feedback to management; since providing feedback is critical.
- vii. Expedite a survey to establish internal communication needs of TARI.

Strategy Area 3: Information knowledge management and sharing

Improving communication and collaboration among scientists as they conduct research and sharing the generated science is key in achieving the goals of TARI.

This area entails leveraging on available communication technologies to enhance collaborations; sharing and communication research outputs to other scientists and interested stakeholders; and sharing of data for use by other scientists locally, regionally and internationally. For smooth undertaking, development of publishing and data sharing policies becomes essential for TARI.

Activities:

- i. Create online platforms and mapping of target audiences,
- ii. Develop and implement a publishing policy to guide production and communication of research outputs and use,
- iii. Develop policies and procedures to guide the management, storage and sharing of research data,
- iv. Identify open source software for the creation and management of institutional repositories of research data,
- v. Develop web-based system for research information storage and easy retrieval by users, and
- vi. Raise awareness to TARI staff on knowledge and communication management and progress by devising a number of approaches and methods to be used to improve this awareness

Strategy Area 4: Dissemination of technologies and innovations

Research findings, discoveries and technologies must be applied for socio-economic good for innovation to happen. It is in the interest of TARI to ensure that, research outputs are disseminated and put into productive use by involving other actors along the commodity value chains. Research outputs need to be communicated to reach millions of farmers in ways they can understand through the extension services and other organisations such as Non-Governmental Organizations (NGOs), Community Based Organisations (CBOs) and mass media. Policy makers need to be reached with correct information on research outputs through targeted communication for policy advocacy and well-planned campaigns. For research innovation to happen, TARI needs to forge linkages with other stakeholders, strengthen public -private partnerships through a well-established multi-stakeholders innovation platform.

Activities:

- i. Collect, profile and document agricultural technologies, innovations and success stories for sharing with stakeholders,
- ii. Establish agricultural content development procedures and guidelines,
- iii. Conduct content development, re-packaging of research outputs for dissemination to varied stakeholders,
- iv. Empower research scientists with skills and knowledge on evidence-based communication for policy influence,

- v. Identify appropriate dissemination channels/mechanisms of improved technologies to end users, and
- vi. Establish multi-stakeholder innovation platforms by building strong public-private partnership to facilitate intra and inter-institutional communication of knowledge and information exchange.

Strategy Areas 5: Use of ICTs and Website

A website presents an important component of communication to reach a wide range of stakeholders across borders. The TARI website will be redesigned, improved and kept up to date to meet the content needs of stakeholders. This will entail putting in place a system of people, policies, processes, roles and responsibilities for generating and managing website content. The website content management system will be a repository of reports, publications and other communication materials for easy storage and sharing of documents. The website will represent TARI to the outside world on the internet, so it will be created to be attractive, easy to use, relevant and up-to-date. This will be assessed by gauging user satisfaction through user surveys.

Activities:

- i. Redesigning of TARI website with appropriate document repository system,
- ii. Establish policy, roles and responsibilities and train people for content governance of the website,
- iii. Generating uploading and updating relevant content in the website, and
- iv. Re-launching, advertising and generating backlinks on partner sites

Strategy Area 6: Institutional Communication capacity and visibility

TARI being a lead institution with capacity and national mandate to undertake agricultural research and dissemination of quality research outputs should be well positioned to be well known and highly regarded nationally, regionally and internationally. Establishing a good reputation of TARI beyond the research community requires continuous publicity efforts accompanied with having in place of a strong brand. Use of a strong TARI brand will help build awareness and appreciation. Research scientists will be encouraged to take part in professional publicity campaigns to contribute in building positive image and reputation of TARI. Establishing strong media relations will ensure regular and consistency coverage of TARI outputs in national, regional and international media. Establishment of a strong Public Relations section with professional corporate communication capacity will provide good rapport with journalists and media outlets. This will facilitate the journalists to be well informed and have consistent access to news stories about

TARI's research work and their positive impact on the lives of farmers and contribution to the national economic development.

Activities:

- i. Use approved TARI brands in all developed information education and communication materials for dissemination to stakeholders and partners,
- ii. Promote research findings and success stories,
- iii. Establish strong media relations to facilitate regular and consistent coverage of news stories, and
- iv. Conduct capacity development on communication and knowledge management of TARI staff

3.3 Target Audience

The target audience is a group of people that will be influenced with a communication message. In this Strategy, a great deal of efforts has been made to identify stakeholders and their communication needs. This will be used as a mirror image when developing messages and IEC materials. According to TARI setting and the stakeholders' communication analysis, the target audiences will include any stakeholder presented in Table 2. They include: board of directors, TARI management and staff, ASLMs, LGAs, extension officers, seed companies, regulatory authorities, public and private seed companies, seed inspectors, farmers, farmer groups, policy makers, producers, processors, agribusiness investors, international agricultural research institutions, development partners, media, academicians, financial institutions, civil society organisations, agricultural service providers, influential people, artists, mobile phone companies and other publics.

3.4 Messages

A message is defined as information conveyed by words in speech or writing, and/or other signs and symbols. A message being verbal or nonverbal or both is the content of the communication process. Every message is simultaneously a stimulus to new behaviour and a response to prior behaviour of the receiver. How we interpret verbal and non-verbal messages may be quite different from the meaning intended by the speaker (communicator). Even when several people are viewing the same behaviour, each interprets it differently. While talking or writing we are describing only those experiences that occur inside us and they may not be the same for each other because every person, has a different and unique inherent way of looking things around even if they come from the same background. An effective communication takes place when the sender transfers a meaning to the receiver; and the receiver receives exactly the same message which is being sent or is intended by the sender. Thus, effective communication takes place when we learn and practice to: i) Repeat the message, ii) Use more than one channel, iii) Specify and complete the messages,

iv) Own responsibility for our feelings, and v) Be congruent in our verbal and non-verbal communications.

In all the professions, much of what we do is based on our ability to communicate effectively. An understanding of the basic premises of human communication and some of the common errors in sending or receiving the messages is essential. More over increasing awareness on how we affect others, and developing skills of interpreting other person's expression can enhance our capacity to communicate in both our professional and day-to-day life. Depending on circumstances, during implementation of TARI communication strategy, different sets of messages can be packaged in different formats and structures to address a predetermined target audience.

Generally, the messages under TARI will focus in disseminating research findings, technologies, knowledge and innovations for improving agricultural production and productivity on any of the following thematic areas:

- i) Soil and water management;
- ii) Climate resilience varieties;
- iii) Climate smart agriculture;
- iv) Conservation agriculture;
- v) Agroforestry technologies;
- vi) Agricultural mechanizations;
- vii) Drought tolerant varieties;
- viii) Diseases and pest management technologies;
- ix) Disease resistant varieties;
- x) Crop specific Good agricultural practices;
- xi) Post-harvest management technologies; and
- xii) Application of modern biotechnology.

3.5 Slogans

A slogan is a memorable motto or phrase used as a repetitive expression of an idea or purpose, with the goal of persuading members of the public or a more defined target group. The Strategy will use Slogans to brand TARI or a product such as improved seed variety or a technology. A slogan should be less than five words to make it easy to apply to a website, paper and print items and any other materials. However, as a general rule "although having a good slogan is an essential part of marketing, it should be remembered that no string of words can generate business on its own. Instead, a slogan should be coupled with a full-blown marketing plan to reach the largest clientele. With a full-blown marketing strategy, a good slogan will help increase business (<http://www.workplace-communication.com/create-slogan.html>).

Agriculture provides lucrative business opportunities that can be a secure path to earn good money and make a successful creative entrepreneur. Good Slogans for dissemination of agricultural research technologies can accelerate adoption. The top 10 Best Agriculture slogans will provide a guide for creating good TARI slogans (<https://thebrandboy.com/89-catchy-agriculture-advertising-slogans-and-taglines/>).

They include

- i) Adding Green to your Life;
- ii) Field is Futures;
- iii) Let's you eat Food Better;
- iv) Agriculture with a new Skill;
- v) Cultivating Ideas for Growth;
- vi) heart of Perfect Farming;
- vii) Adorn your Home Today;
- viii) bringing Growth in Agriculture;
- ix) A new Agri Perspective; and
- x) Grow naturally, Live natural.

3.6 Channels, tools and tactics

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

- i. **Print – Newspapers, Newsletters, Brochures, flyers, posters:** Mostly used to disseminate messages and success stories mainly for the literate target audiences.
- ii. **Radio and Television:** Used to disseminate massively the new stories, documentaries and talk shows on achievements of key milestones or showcase success stories at both national and local levels. The main focus is the community while technical people and policy makers provide the knowledge on issues of concern raised by the grassroots people.
- iii. **Social media platforms - Facebook, twitter, YouTube, blogs, LinkedIn, and Flickr:** Create opportunities to explore many new ways to interact with audiences especially to the youths.
- iv. **Online platforms – websites, web portals, e-mail alerts, e-newsletters, intranet and mobile SMS:** Provide avenues for databases and important messages to be sent to the intended audiences. They are interactive increasingly gaining its importance as the case for

social media; to deliver news and opinions while providing immediate response to online queries and comments.

- v. **Multimedia – audio and video files:**
- vi. **Media communication- press conferences, media advertising and press releases:** Are important tools used to reach out information to target audience through the mass media.
- vii. **Meetings, workshops, seminars and Tele/video conferences:** Are means for sharing information suitable for specific group of audience to reach shared goal.
- viii. **Events – national, regional and international:** Agricultural shows, Trade Fairs, World Food Day, agricultural field days, research demonstrations at community level, Farmer Field School (FFS) and many other national events are suitable avenues for reaching target audiences with important messages.
- ix. **Folk media – songs, drama, arts, dances, music:** is an effective means of communication in today's world since it helps connect people with their cultures and revives the lost culture of the society. **Folk media** forms the language of expression for the local populace and gives them a chance to voice out their opinions on various issues
- x. **WARCs:** Are important avenues where extension officers, farmers can access information knowledge and innovations for better farming.

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

3.7 Feedback mechanism

It is important to set a feedback mechanism that will allow a “sender” of the messages to receive a feedback smoothly from a “receiver” because it helps the communicator to know whether the message has reached the target audience, understood and use it. In order to have effective feedback there is a need to devise means of collecting data from the target audience. This may involve asking the target audience members whether they remember the message, how many times they received it, what point they recall, how they felt about the message, and their past and present attitudes towards agricultural interventions and some new technologies received and tried out or practiced.

However, the means of collecting feedback may vary depending on the media used to send out messages. For example, some TV and radio programmes may be structured to allow phone-ins from the listeners but also will involve conducting structured listener surveys. Whereas some newspapers, newsletters and magazine collect feedback through inviting and printing letters to the editor, creating advertising space, initiating competitions with prizes for winners. For websites it is

possible to measure the exposure by putting a hit counter for counting the number of visitors to the site.

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

CHAPTER FOUR

4. INSTITUTIONAL FRAMEWORK AND IMPLEMENTATION PLAN

A successful implementation of communication strategy requires leadership, clearly defined roles and responsibilities, close coordination and teamwork between all the participants, and adherence to a timeline and budget. As such the Communication strategy will be implemented at three TARI levels namely Headquarters, Centres/subcentres and at project levels. The three levels will be assigned roles and responsibilities which contribute in performing activities to achieve the objectives of the communication strategy. The goal of the communication strategy is linked to the deliverables, strategic objectives and the goal of TARI. Figure 1 presents how different management levels under TARI communicate with stakeholders, whereas Figure 2 summarizes the two-way flow of information within and among TARI stakeholders.

4.1 *Communication at Different Management Levels*

TARI will communicate with its stakeholders along the management hierarchy: Chairman of the Board of Directors, Directors General, Centre Directors/Centre Managers, National Commodity Coordinators, Project Coordinators, Scientists and other staff. There are things which can be communicated at one level and cannot be said at some other levels. In this communication strategy it is extremely important to understand clearly what to say and what not to say because it does not fall within your portfolio. The guideline to ensure coherence within TARI as organisation is as stipulated below: -

4.1.1 Chairman of the Board of Directors

The Boar Chairman will be the spokesperson regarding important decision made by the Board of Directors. It is advisable that, an official joint communique between the Board and TARI Management is arranged with the journalists to report to the public on important decisions that has been made. This can be done, every time the Board finished its meeting, a press statement is arranged with the journalists to let the public and concerned stakeholders are made aware on important board decisions.

4.2.2 Director General

The Director General (DG) is the chief spokesperson for communicating strategic direction of TARI. The GD's office will be the gateway for communicating information to and from TARI stakeholders. This also includes providing clarifications including giving out the position of TARI as an institution on some controversial issues. The DG will also cascade spokesperson's roles of certain issues to staff

among the TARI senior managing team. This team may be any of the following; Director of Research and Innovation; Director of Technology Transfer and Partnerships; Director of Human Resources Management and Administration; Centre Directors and Centre Managers. However, the DG should have full knowledge on the content of what is to be communicated at any point in time. It is advisable that, before any communication takes place each member of the management team is aware of the agreeable key communication messages regarding an issue to be said about, so that whoever is assigned to speak delivers the save message to the target audience. This will ensure that, harmonious and coordinated messages are communicated to stakeholders including partners, financiers, farmers and the general public.

4.2.3 Centre Directors and Sub Centre Managers

According to the organisational structure of TARI, Centres and Sub – centres have specific mandates to contribute to the vision, and goals of TARI. In this case, Centre Directors (DCs) and Centre Managers (CMs) must be conversant to speak on issues which are within their mandates. They will be spokespersons of all issues taking place within their mandated areas; such as report of research progress, research outputs, technology impacts to the farmers, human resources and financial matters. However, before communicating with stakeholders it is advisable to inform the DG for clearance on all new information and controversial issues. For communicating with partners and stakeholders, CDs and CMs will refer to or channel information to the DG.

4.2.4 National Commodity Coordinators

The National Commodity Coordinators (NCC), must have information at their fingertips on the commodity which they are responsible with. They are the authority to collate information on research progress and achievements and share along the management hierarchy of TARI (Figure 2). NCC may speak with stakeholders including reporters on technical issues about the commodity. However, they are required to seek clearance from the Centre Directors or Centre Managers for standardization of the messages especially when communicating with journalists.

4.2.5 Project Leaders

Project Leaders are responsible to communicate information on progress and achievements on projects they are leading. This information should be shared vertically and/or horizontally within management before communicating to project partners and financiers. The project leaders will channel all communication through the NCCs, CDs or CMs and DG's Office for onward communication to partners and financiers of the project. It is important that, Project Leaders may speak on technical issues with journalists after seeking clearance from the respective CD, CM or the DG as it may be appropriate.

4.2.6 Research Scientists

Research Scientists (RSs) have responsibilities including sharing information with their peers nationally, regionally and internationally on technical issues within their areas of professionalism. These communications can be in terms of scientific papers in peer reviewed journals and presentations in scientific conferences. RSs are important sources of information to communicate with various stakeholders, and are from time to time required to provide such information to create awareness and share knowledge with stakeholders on areas of their speciality. Clearance by relevant authorities is needed when communicating with journalists. Scientists may not unless authorized speak on behalf of the CDs, CMs or DG.

4.2.7 Support Staff

Support Staff (SS) are all non-researchers including technicians, librarians, administrators, farm managers, planners, legal officers, accountants, and auditors who are important component in fostering the functioning of the agricultural research services. SS have important role to play in providing technical inputs in their areas of specialization. They are important ingredient for improving internal communication for eventual communication with external stakeholders. SS will communicate along the hierarchy, by providing advisory to the senior management. SS should be encouraged to communicate along formal channels to their immediate supervisors who will provide feedback to the management. Support staff will not speak or respond to reporters and journalists unless authorized.

4.3 Institutional Arrangement

4.3.1 TARI Headquarters

TARI headquarters, will take the overall coordination in the implementation of the Communication strategy at all levels. In each of the six strategy areas TARI headquarters will have the following roles and responsibilities.

- i. Oversee the implementation of the communication strategy at all levels
- ii. Communicate with Government Ministries, TARI Board of Directors, Departments and Agencies (MDAs), Development Partners (DPs), Consultative Group of International Agricultural Research (CGIAR), and international Non - Governmental Organizations (NGOs),
- iii. Organize annual review and planning meetings of the communication strategy
- iv. Set standards for the preparation of IEC materials and institutional branding
- v. Coordinate the preparation of TARI publication such as e-newsletters, posters, fliers, annual reports and other relevant public awareness documents
- vi. Management of information content for uploading in the TARI website
- vii. Backstopping of centres/subcentres in preparation of messages and appropriate communication channels

- viii. Receive /dispatch information from and to institutions outside TARI
- ix. Coordinate media relations and communication with the mass media
- x. Maintain databases and repositories of data, information and knowledge
- xi. Coordinate collection of success stories, processing, storage and dissemination to target audiences
- xii. Initiate and coordinate public awareness campaigns to facilitate adoption of technologies
- xiii. Communicate important decisions, policies, regulations and standards to staff, Centres and subcentres.

4.3.2 TARI Centres/Sub Centres

TARI Headquarters will cascade certain communication roles and responsibilities to the Centres/subcentres. TARI Centres /Sub-Centres will implement the communication strategy. The specific duties are as follows: -

- i) Oversee the implementation of the communication strategy at Centre or sub - centre level
- ii) Communicate with Local Government Authorities, ward and village governments for research and dissemination of technologies
- iii) Prepare and distribute IEC materials with national focus on mandate crops in accordance with TARI branding guidelines
- iv) Contribute information to produce IEC materials prepared at TARI headquarters
- v) Prepare information for uploading in the TARI websites
- vi) Collect success stories from implemented projects in mandate crops for sharing with stakeholders
- vii) Organize communication campaigns for awareness creation and dissemination of knowledge and technologies on mandate crops and research areas.
- viii) Contribute information to the national databases and repositories
- ix) Invite journalists during press briefing and tours for reporting on research outputs and success stories on mandate commodities and/or mandate research areas
- x) Represent TARI in national, regional and international events
- xi) Mobilize resources for implementing communication and knowledge management plans

- xii) Prepare and participate in communication annual budget and review meetings
- xiii) Undertake communication feedback, monitoring, evaluation and learning
- xiv) Determine communication and knowledge management skills gaps
- xv) Retools Centre or sub centre communication knowledge management and documentation units and resource centres with relevant publications and facilities
- xvi) Backstopping of project leaders for inclusion of communication plans and budgets during research project write ups.

4.3.3 Project Level

For sustenance of communication activities, it is imperative for Project Leaders to be cognisant of the role of communication in facilitating adoption of research outputs. In that case, communication plans and budgets are a necessary condition to be considered and included during projects formulation process. The important key roles at project level include the following: -

- i) Prepare communication plans and budget during project formulation.
- ii) Regular sharing of project research progress
- iii) Documenting project outputs and sharing to target stakeholders
- iv) Inviting journalists for regular briefings on expected outputs and benefits to the communities
- v) Sharing data for repository to TARI main servers
- vi) Adherence to TARI data policy and guidelines
- vii) Sharing peer reviewed papers and other publication for improving the knowledge base of TARI.
- viii) Contributing information of their projects in TARI website

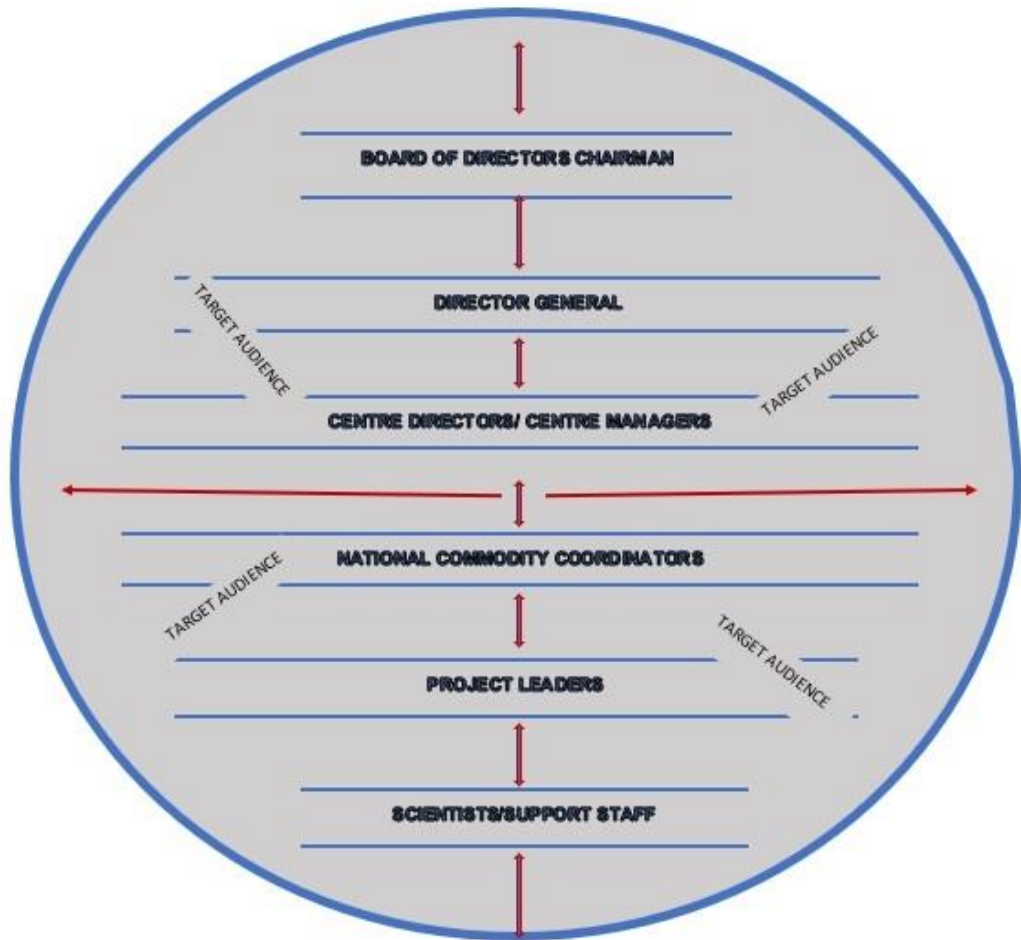


Figure 1: Communicating with target audience at different levels

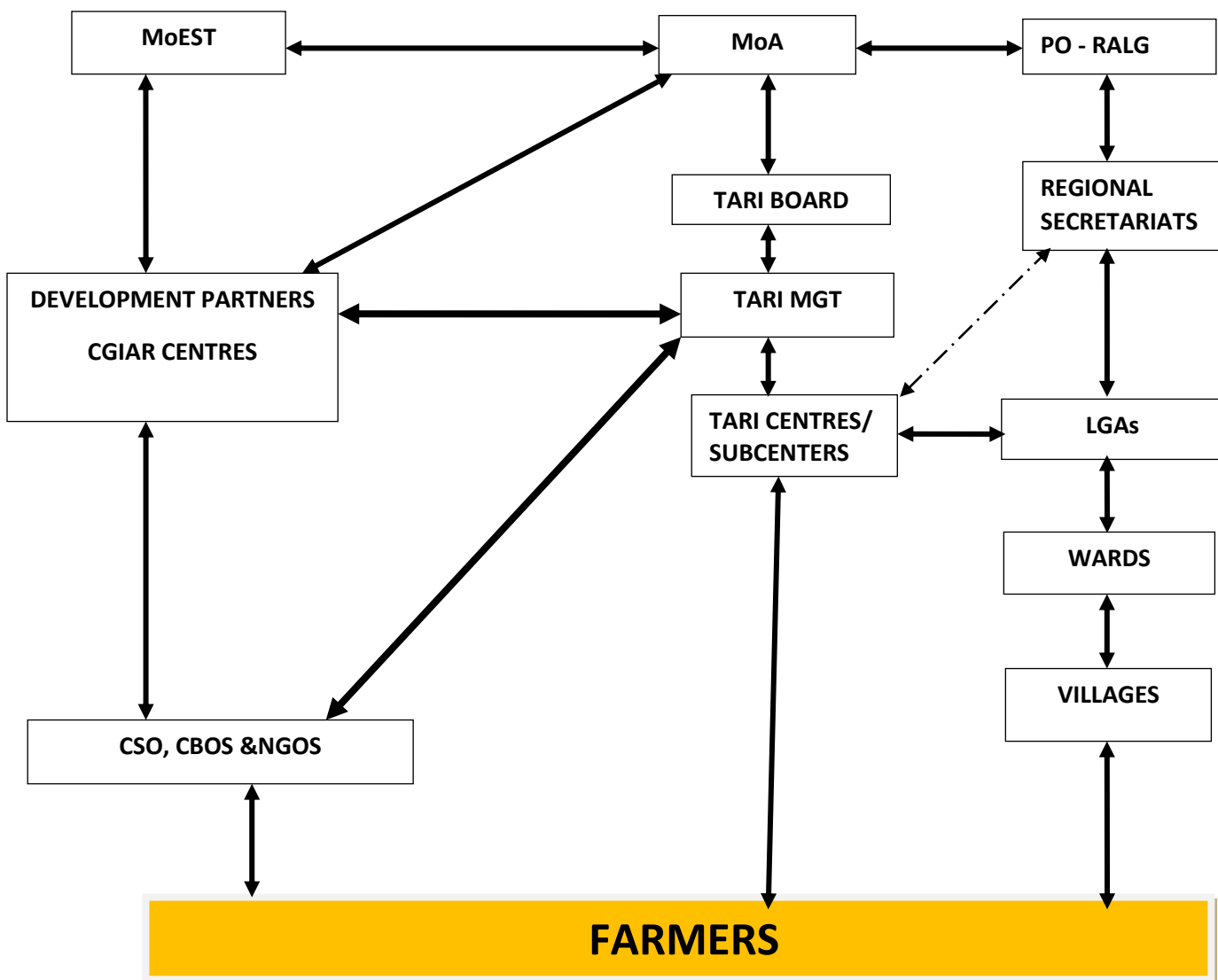


Figure 2: Institutional Implementation Framework of TARI Communication strategy

4.4 Implementation Plan and Budget

The implementation plan will follow the strategy areas and activities of this communication strategy. Each strategy area will have a tentative annual budget of which the details will be prepared annually during review and planning meetings. As it has been hinted out earlier in this document, the budget for implementing this communication strategy will come from different sources including projects, own source and government allocations in each fiscal year. Table 4. show the implementation plan.

CHAPTER FIVE

5. COMMUNICATION MONITORING EVALUATION AND LEARNING

Monitoring and evaluation is already given due emphasis in the TARI Strategic Plan, having PME Unit at the Head Office, with each Research Centre assigned a unit responsible for M&E issues – they will be responsible for collecting and reporting data against an agreed performance monitoring plan. The M & E framework presented for the communication strategy is designed to fit in within the overall framework, whereby indicators for this strategy align to those for the TARI Results Framework. At the lower levels, some additional data collection is required, and where this data will not be readily available, specific activities have been included in the plan.

In the course of implementing the Strategy, a number of actions will be undertaken in implementing the M & E framework. They include: Work plans, Baseline, Data collection, report preparation, reviews, learning, feedback and information sharing. Performance monitoring will be critical to determine whether what was meant to be done is actually done according to plan.

For the individuals involved in implementing elements of the strategy, work plans will be developed to translate the overall plans into individual tasks. The work plans under this strategy will be part of the annual work plans. For few indicators' baselines will be made available through a survey. The data will be collected from identified target individual, groups and organizations. A baseline report will be prepared and documented which will be used for comparing the achievement and deriving impact.

Where data collection for M&E is required, activities will be included in the logical framework. Data collection will be through quarterly activities carried out by implementing entities in the participatory manner. It is important that gender disaggregated data is collected wherever possible.

APPENDICES

Appendix 1: TARI Communication Strategy Implementation Matrix

Objective	Strategy Area	Target audience	Channels
Improve management coherence, coordination and achievement of TARI objectives	Coordination of communication	TARI Management, TARI staff, ASLMs, LGAs, Regulatory Authorities, Policy Makers	Policy briefs, meetings, emails, memos, TV and radio, website, newspapers
Enhance internal communication	Effective Internal Communication	TARI staff, TARI Management, TARI board of Directors	Emails, notice boards, meetings, memos, internal newsletter, intranet, social platforms.
Strengthen client responsive management information system	Information knowledge management and sharing	TARI Staff, Academicians, Agricultural Service providers, International Research Organisations,	Website, newsletters, reports, symposia, online platforms
Enhance knowledge sharing and dissemination of research outputs	Dissemination of technologies and innovations	Farmers, Farmer groups, extension workers, NGOs, Civil Society Organisations, ASLMs, LGAs, Agroprocessors, Policy Makers, Artists,	Exhibitions, field days, meetings, WARC's, Media, songs, music, drama, social media
Enhance effective use of ICT in information management and communication	Use of ICTs and Website	TARI staff, Development Partners, International NGOs, Media, Financial Institutions, Mobile phone service providers,	Websites, web portals, emails, intranet.
Strengthen institutional communication capacity and raise visibility of TARI	Institutional Communication capacity and visibility	TARI staff, Media, Artists, Influential people	Music, drama, songs, media, TV, radio, newspapers

Appendix 2: List of Participants in Technical meeting for preparation of Communication Strategy 04th July 2019

S/NO	Name	Designation	Station	Contact/Email
1.	Dr. Jackson Nkuba	PARO	TARI HQ	jackson.nkuba@tari.go.tz
2.	Dr. Deogratius Rwezaura	PARO	TARI HQ	deogratias.lwezaura@tari.go.tz
3.	Dr. Richard Kasuga	PIO	TARI HQ	richard.kasuga2@tari.go.tz
4.	Dr. Fortunus Kapinga	PARO	TARI Naliendele	Fortunus.kapinga@tari.go.tz
5.	Lems Nyagawa	Drier	TARI HQ	
6.	Bakari R. Kidunda	PARO	TARI Naliendele	kidunda@hotmail.com
7.	Mgimiloko M. Gasper	ARO	TARI Naliendele	majuto.mgimiloko@tari.go.tz
8.	Dr. John Tenga	PARO	TARI Naliendele	john.tenga@tari.go.tz
9.	Dr. Andrew K. Banza	PARO	TARI Naliendele	andrew.kabanza@tari.go.tz
10.	Gerald Alex	ARO	TARI Naliendele	gerald.lukuruqu@tari.go.tz
11.	Bernadetha Kimata	SARO	TARI Naliendele	bkimatha@yahoo.com
12.	Joseph Nzunda	SARO	TARI Naliendele	joseph.nzunda@tari.go.tz
13.	Betram Barnabs	PAFO	TARI Naliendele	btrmbb@gmail.com
14.	Juma R. Mfaume	ARO	TARI Naliendele	jumamfaume2@gmail.com
15.	Athanas Minja	ARO	TARI Naliendele	athanasminja2016@gmail.com
16.	Issaya Mwakabaga	AFO	TARI Naliendele	mwakabaga233@gmail.com

17.	Rahim Menya	ARO	TARI Naliendele	rahim.menya@tari.go.tz
18.	Hamida Musa	ARO	TARI Naliendele	hamidamussa5@gmail.com
19.	Joel Wiliam Pwele	ARO	TARI Naliendele	joelpwelle@gmail.com
20.	Zawadi Wile Kilingala	ARO	TARI Naliendele	kilingalaz@yahoo.com
21.	Yusuph M. Ally	SSO	TARI Naliendele	yusuph19@gmail.com
22.	Neema Y.Yohana	RAO	TOSCI Southern Zone	neema.yohana@tosci.go.tz
23.	Happy Daudi	ARO	TARI Naliendele	dauidhappy@gmail.com
24.	David Dinite Ndolelwa	AFO	TARI Naliendele	davnimwa65@gmail.com
25.	Joachim Madeni	ARO	TARI Naliendele	madeni.joachim@gmail.com
26.	Mhilu Zayumba	ASS	TARI Naliendele	mhilu.zayumba@tari.go.tz
27.	Laurence Emmanuel	PAFO	TARI Naliendele	ebengandile@gmail.com
28.	Mollowellah. A. Mtendah	PAFO	TARI Naliendele	mtendah@gmail.com
29.	Renatus Kapenda	MET OFFICER	Meteo-Centre - Naliendele	renatus.kapenda@meteo.go.tz
30.	Eric Mrope	AFO	TARI Naliendele	erickmrope22@gmail.com

REFERENCES

89 Catchy Agriculture Advertising Slogans and taglines <https://thebrandboy.com/89-catchy-agriculture-advertising-slogans-and-taglines/>

Delivering Effective Internal Communications https://cdn2.hubspot.net/hub/301060/file-551356727-pdf/Whitepapers_PDF/Effective_ICv2.pdf?t=1393497886000

EAAPP (2013). Communication Strategy and Implementation Plan. Eastern Africa Agricultural Productivity Programme.

Effective Communication Definition <http://www.businesscommunicationarticles.com/effective-communication-definition/>

EXTERNAL COMMUNICATIONS STRATEGY DOCUMENT 2017-2022
<https://www.imperial.ac.uk/media/imperial-college/medicine/surgery-cancer/pstrc/PSTRC-Draft-Communications-Strategy-2017-2022-external.pdf>

<https://study.com/academy/lesson/what-are-communication-strategies-definition-types-examples.html>

INTERNAL AND EXTERNAL COMMUNICATION <https://www.lgbti-era.org/sites/default/files/downloads/Internal%20and%20external%20communication.pdf>

Internal communication strategies. <https://www.augusta.edu/dcm/documents/internal-communications-guide-8-5-15.pdf>

Internal Communication Toolkit
<https://www.civicus.org/view/media/CIVICUSInternalCommunicationToolkit.pdf>

INTRODUCTION TO INTERNAL COMMUNICATIONS STRATEGY
https://www.cipr.co.uk/sites/default/files/CIPR%20Skills%20Guide%20-%20Introduction%20to%20Internal%20Communications%20Strategy_members.pdf

Kasuga, R. (2013). Harnessing social media for information sharing with farming community in Tanzania. Dissertation. WIU. USA

PR tools and tactics. <https://www.agilitypr.com/resources/pr-glossary/publicity-tools-and-techniques/>

Strategic communication. https://en.wikipedia.org/wiki/Strategic_communication

STRATEGIC INTERNAL COMMUNICATION *Internal communication* <http://www.prpundit.com/wp-content/uploads/2018/02/Internal-Communications.pdf>

The importance of creating a winning slogan. <http://www.workplace-communication.com/create-slogan.html>

URT (2012). Regional Rice Centre of Excellence Communication strategy. MAFC. Tanzania.

URT (2018). The approved functions and organisation structure of the Tanzania Agricultural Research Institute. Presidents Office Public Service Management and Good Governance

What is SWOC Analysis? <https://pestleanalysis.com/what-is-swoc-analysis/>