



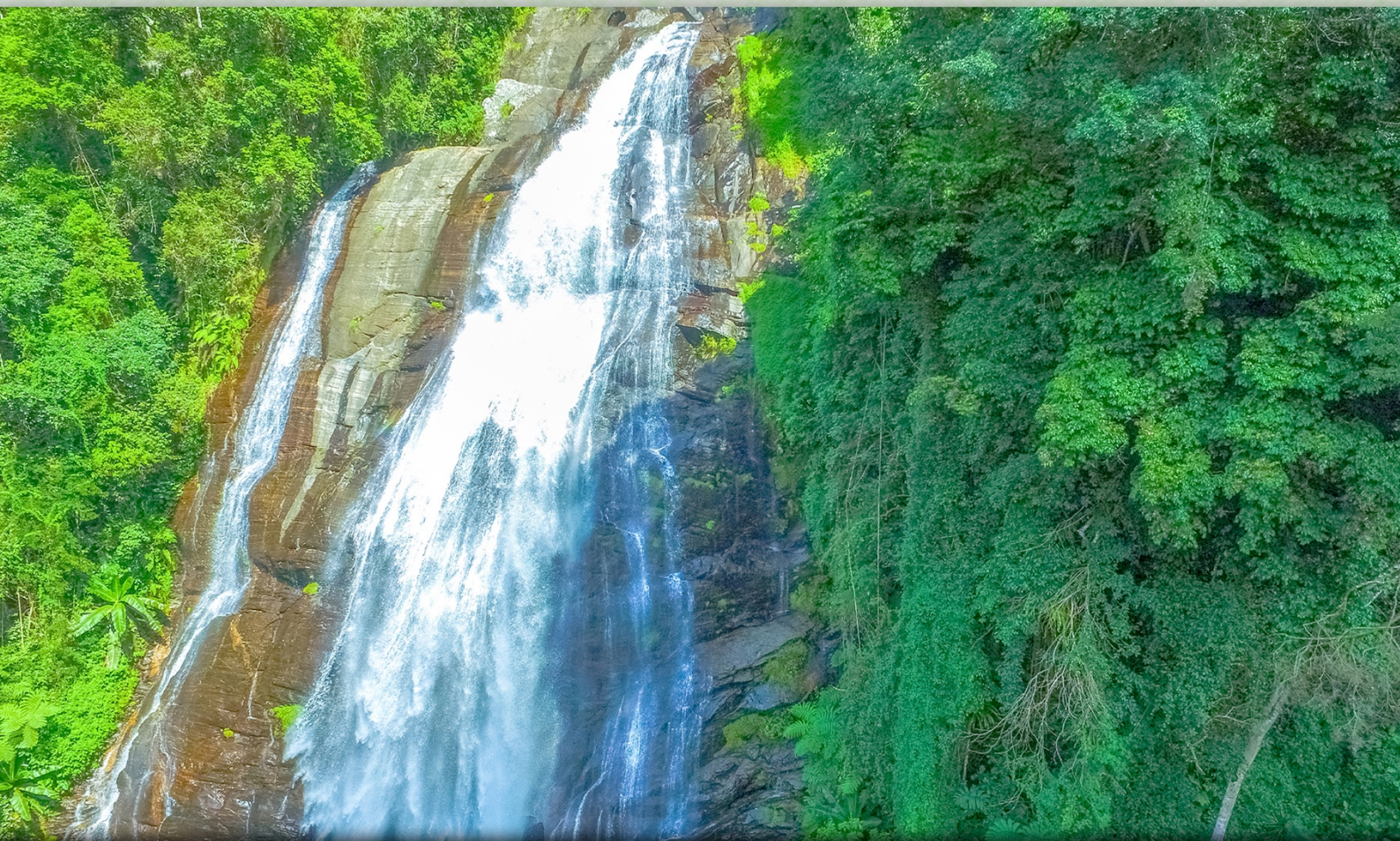
THE UNITED REPUBLIC OF TANZANIA

TANZANIA FOREST SERVICES (TFS)



BUILDING THE RESILIENCE OF FOREST BIODIVERSITY TO THE THREATS OF CLIMATE CHANGE IN TANZANIA'S NATURE FOREST

COMMUNICATION STRATEGY, 2024 - 2029



OCTOBER, 2024

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FOREWORD

THE BUREFOBI-NFR communication strategy serves as a key tool to raise, foster consensus, and establish feedback mechanisms with stakeholders – especially conservators, on forest biodiversity, Tanzania’s nature forest reserves, climate change and its ecological impacts over the next five years

This strategy has four core objectives: to lay the groundwork for informed dialogue on Nature Forest Reserve issues; to gain stakeholder buy-in for BUREFOBI-NFR’s initiatives; to strengthen relationships with the media and enhance trust; and to provide clear, accurate, timely information tailored to stakeholder needs.

By the end of this period, we expect to see greater stakeholder engagement, heightened public awareness, and increased media coverage of our activities. Our mission is to ensure the sustainability of natural forest reserves by mitigating biodiversity loss and addressing the impacts of climate change.

Effective communication and engagement are critical to achieving these goals. We are committed to maintaining open, two-way communication with local communities, the public and all other stakeholders, using a wide range of channels to keep everyone informed and informed.

Special acknowledgement to all organizations and individuals who contributed to this strategy’s development, particularly the BUREFOBI-NFR project team, TFS staff, forest conservators, local communities, government officials, the media and UNDP for their valuable feedback and input

We trust this strategy will inspire active participation from all involved parties.

Prof Dos Santos Silayo

Conservation Commissioner

List of Abbreviations and Acronyms

BUREFOBI-NFR	Biodiversity to the Threats of Climate Change in Tanzania's Nature Forest Reserves
FR	Forest Reserves
IUCN	International Union for Conservation of Nature
M&E	Monitoring and Evaluation
NFR	Nature Forest Reserves
TADIO	Tanzania Development Information Organisation
TEF	Tanzania Editors' Forum
TFS	Tanzania Forest Services
URT	United Republic of Tanzania



1 Introduction and Context

Nature Forest Reserves (NFRs) in Tanzania, designated as IUCN Category Strict Nature Reserves, are vital for conservation but face significant operational challenges. These include unsustainable agriculture, pressure for agricultural land, demand for fuel wood, wildfires, invasive species, habitat fragmentation and the alarming deforestation rate of 469,000 hectares per year. Tanzania's deforestation is driven by market and policy failures, population growth, rural poverty and climate change.

The nine Forest Nature Reserves targeted by this strategy include, Mount Hanang, Nou, and Hasama in the Manyara Region, Pindirola, Rondo and the in Lindi Region, Uzigua and Pugu Kazimzumbwi in Pwani Region, Essimangorini in the Arusha Region and Mwambesi in Ruvuma region.

The BUREFOBI-NFR Communication Strategy 2024- 2029 supports the implementation of the 6-year project by fostering stakeholder engagement, creating a shared understanding of cooperation benefits and mitigating the risks of non-cooperation. Communication is key to this process, helping address threats to forest biodiversity and climate change impacts.

Given the evolving nature of the project and its communication needs, this Strategy will be reviewed annually by the project team with progress tracked through BUREFOBI-NFR results-based monitoring and evaluation framework.

2 Situation Analysis

The BUREFOBI-NFR Communication Strategy 2024- 2029 builds on the Government of the United Republic of Tanzania's efforts, through the Ministry of Natural Resources and Tourism, to prioritize forest and biodiversity conservation. More focus is needed to communicate the specific benefits of Nature Forest Reserves utilizing BUREFOBI-NFRs achievements to provide actionable solutions for informed decision-making.

The BUREFOBI-NFR agenda aligns with UNDP's Nature Pledge, supporting over 140 countries in achieving the Global Biodiversity Framework. It is also integrated into Tanzania's Fifth Five-Year Development Plan (FYDP III), emphasizing its role

in the national development agenda. With just seven years left to meet the Sustainable Development Goals (SDGs), this is a critical time to drive work climate action, preserve biodiversity, and address climate-related challenges.

To succeed, BUREFOBI-NFR needs a deeper understanding of its stakeholders priorities, and preferred communication channels. It requires the flexibility to quickly respond to shifts in political and public discourse.

To develop this strategy, we conducted a comprehensive analysis of the organization using the length, Weakness, Opportunities and Challenges (SWOC) framework.

2.1 Strength (builds on)

- A. Strong leadership focused on transforming the agency, with extensive experience in forest and bee resources management.
- B. TFS is 100% government, providing stable support and regulatory consistency.
- C. A solid regulatory framework, underpinned by the Executive Agency Act (Cap. 245 Revised Edition 2009), National Forest and Beekeeping Policies (March 1998) and The Forest Act (No. 14 of 2002) and Beekeeping Act (No. 15 of 2002), ensures effective management of forests and bee resources.
- D. A highly competent, dedicated and motivated workforce, supported by continuous upskilling and conducive environment.
- E. The presence of nature forest reserves and biodiversity itself in Tanzania

2.1.1 Weaknesses (address)

- The absence of a comprehensive communication strategy to guide the BUREFOBI-NFR and its implementing partners
- The agency could improve staffing, skills, and organizational culture to ensure respect for boundaries and adherence to policies and communications guidelines.
- The BUREFOBI-NFR project needs to enhance operational efficiency by providing essential equipment such as drones, GIS tools, motorcycles and vehicles to conservators
- A lack of fuel storage facilities in some nature forest reserves conservation efforts, especially during fuel shortages. Addressing this would improve reliability.
- The project needs to enhance the community understanding on the importance of nature reserves and biodiversity and environmental advantages related, to impart the will to conserve and know its importance.

2.1.2 Opportunities (capitalize)

- Growing support from both local and international communities to address threats to Tanzania's forest nature reserves presents strategic opportunities for the BUREFOBI-NFR project to leverage.
- Tanzania's 23 Forest Nature Reserves, with the project focusing on nine, offer a unique opportunity for BUREFOBI-NFR to conserve biodiversity and mitigate threats, surpassing many countries in the region.
- As government agency, TFS has a comparative advantage in the sustainable management and conservation of forest and bee resources, supported by regulatory backing.
- The long-standing, positive relationships with its stakeholders, including the Local Government (LGAs) and communities, offer a strong foundation for collaboration and successful conservation efforts.

2.1.3 Challenges (Mitigate)

Increasing of illegal activities in nature forests reserves, such as small-scale farming, land grabbing, wildfires, sand mining, fishing, livestock keeping and charcoal burning, threaten forest biodiversity

Misinformation and limited community engagement persists due to inadequate involvement by TFS officials, stemming from a lack of modern facilities, equipment and enough sufficient staff.

Insufficient support from politicians and local government officials to penalize violators, particularly livestock keepers, undermines conservation efforts.

Lack of land use planning among communities surrounding nature forest reserves poses a significant threat to biodiversity

Traditional Maasai rituals, which involve using roots of natural trees for medicine, endanger the long-term survival of natural trees species.

The scarcity of water sources for livestock in communities surrounding the nature forest reserves threatens forest biodiversity.

Limited financial resources and education to promote entrepreneurship, especially for youth and women in communities surrounding the nature forest reserves, continue to pressure biodiversity



BUREFOBI-NFRs project team shares a common vision: ‘to create an environment that mitigates threats to nature forest reserves and addresses climate change impacts through equitable use and benefit from these resources.’ Launched in October 2023, the six-year project aims to tackle the challenges facing in Tanzania’s forest biodiversity and climate change threats.

The BUREFOBI-NFR Communication Strategy 2024-2029, aligned with the Global Biodiversity

Framework and Tanzania’s Fifth Five-Year Development Plan (FYDP III), serves as a guide for all internal and external communications. It supports the project interventions, ensuring the production of high-quality project communications materials, knowledge products and their dissemination to enhance visibility, governance and coordination among stakeholders. Additionally, it helps the project adapt to changing local, regional and international communication dynamics in the natural forest reserves.

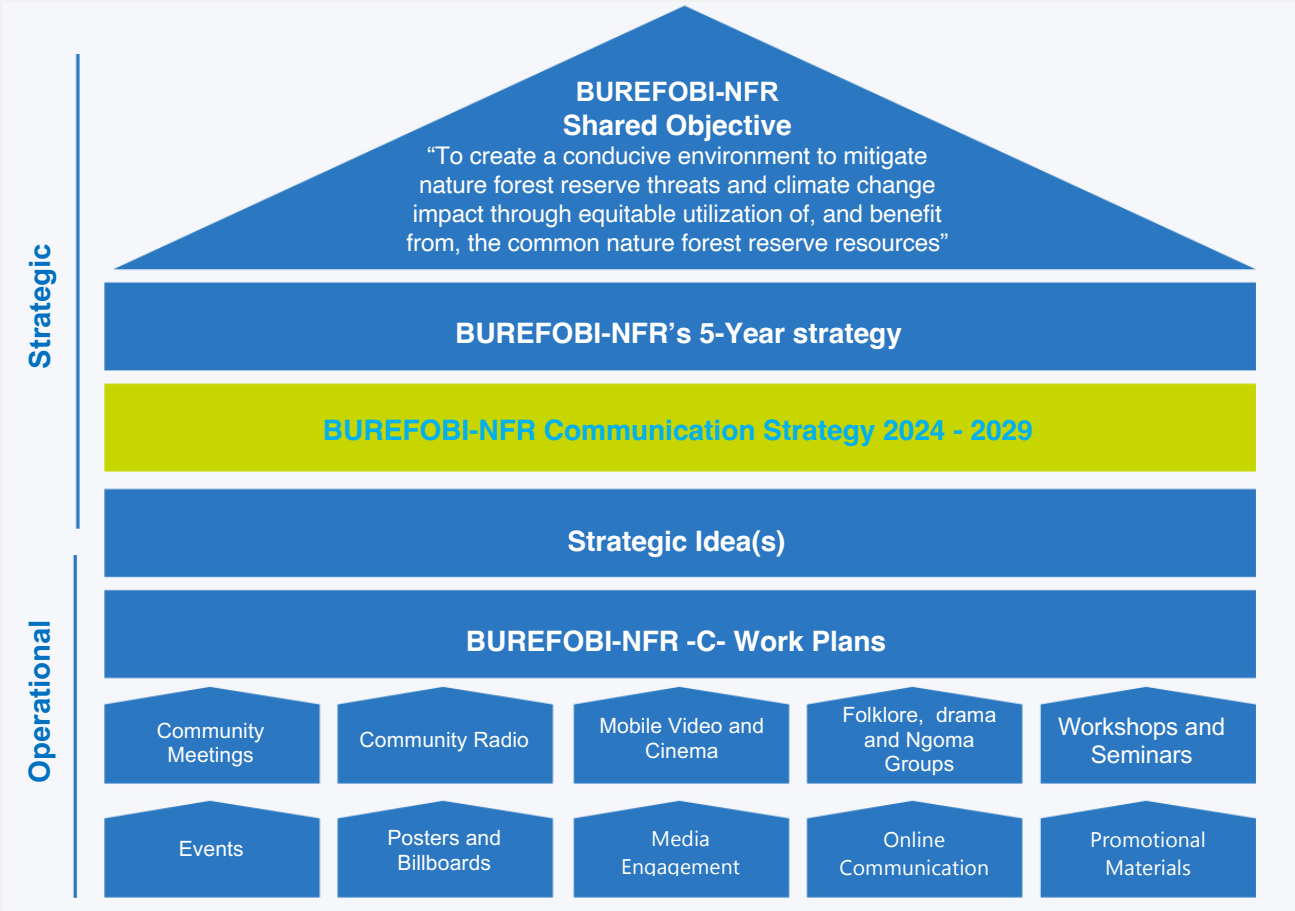


Figure 1. The House of BUREFOBI-NFR’s Communication Strategy
 The BUREFOBI-NFR Communication Strategy is built around a strategic framework to guide its implementation through the work plans and Communication Plans for the nine selected nature forest reserves. It will be reviewed annually to adapt to evolving information needs and priorities within the NFRs.

4 Goals, Objectives and Strategic Approaches for BUREFOBI-NFR Communication Strategy

The BUREFOBI-NFR Communication Strategy 2024-2029 supports the achievement of the project's by raising awareness among general public, stakeholders and communities, while establishing a feedback mechanism, particularly with conservators, on forest biodiversity, nature forest reserves and climate change impacts.”

The strategy has four key Communication objectives:

Lay the groundwork for informed dialogue on Nature Forest Reserve issues;

- To gain stakeholder buy-in for BUREFOBI-NFR's initiatives and

address challenges in the Nature Forest Reserves Strengthen relationships with the media and enhance trust in BUREFOBI-NFR.

- To provide clear, accurate, timely information tailored to stakeholder needs.

The objectives are interlinked: fostering, factual dialogue, enhancing media relations, and delivering accurate communication will increase stakeholder engagement and support for BUREFOBI-NFR's efforts

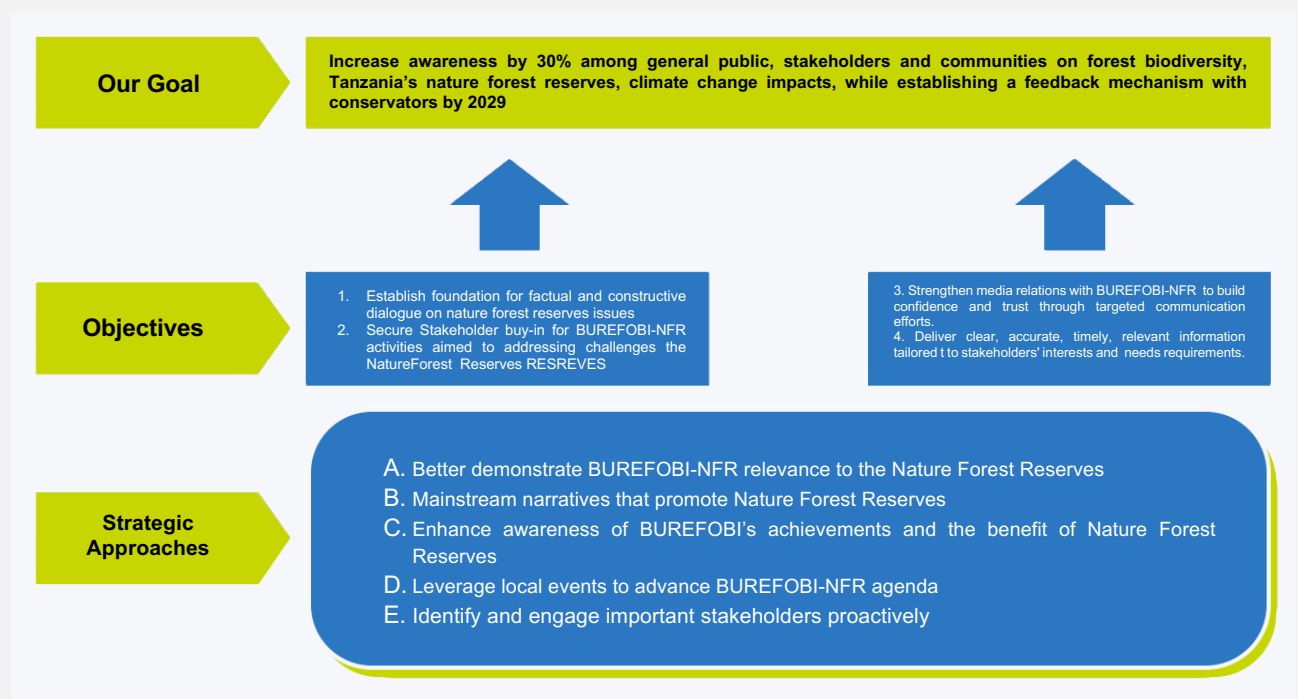


Figure 2: BUREFOBI-NFR's Goal, Objectives and Strategic Approaches to Communication strategy

To achieve these goals, five strategic approaches with specific action areas have been developed to address both objectives:

A. Demonstrating BUREFOBI-NFR's relevance to the Nature Forest Reserves

A1. Effectively communicate challenges and risks

The Nature Forest Reserves face several threats, including small scale farming, land grabbing, wildfires, sand mining, fishing, livestock keeping, charcoal burning, tree roots extraction. BUREFOBI-NFR must communicate these risks transparently to gain stakeholder buy-in for joint action.

By addressing these sits achievements and the need for continued cooperation through the effective communication of high-level results.

A2. Develop and implement targeted communication plans.

To maximize BUREFOBI-NFR's impact, a communication and stakeholder engagement plan specific to activities, processes, and products should be developed, focusing on agenda-setting and driving collaboration.

B. Promote Cooperation for Nature Forest Reserves

B1. Analyse Media

The BUREFOBI-NFR will analyse lead media to map public discourse trends and identify misconceptions that hinder Nature Forest Reserves cooperation.

B2. Promote Corrective Narratives

BUREFOBI-NFR will develop and place constructive narratives in key media outlets to encourage cooperation on Nature Forest Reserves.

C. Raise Awareness of BUREFOBI-NFR's Achievements and Forests benefits

C1. Highlight Achievements.

BUREFOBI-NFR will better communicate its accomplishments in addressing challenges in Nature Forest Reserves, fostering cooperation by sharing high level results.

C2. Communicate Benefits

BUREFOBI-NFR will demonstrate the benefits of cooperation for national development and livelihoods, linking its work to national development plans and the Sustainable Development Goals through facts, figures and personal stories.

D. Leverage Local Events to Advance BUREFOBI-NFR's Agenda.

D1. Utilise Local Events

BUREFOBI-NFR will effectively communicate key messages at local events, such as workshops and cultural gatherings, to engage communities, media and the public.

D2. Collaborate on Events

BUREFOBI-NFR will co- events with local government and NGOs to align its work with broader national and local initiatives.

D3. Capitalize on External Events

BUREFOBI-NFR will use opportunities provided by other organisations' events to further its communication and engagement efforts.

E. Proactively Engage Key Stakeholders

E1. Maintain Stakeholder Databases

BUREFOBI-NFR will regularly update a stakeholder database at the head office, ensuring efficient information sharing across offices.

E2. Organise Tailored Engagement Forums.

BUREFOBI-NFR will host forums/meetings/cultural events (ngoma) tailored to specific stakeholder groups, focusing on their unique priorities and interests.

BUREFOBI-NFR will collaborate with strategic partners who have close ties networks with key stakeholder groups to improve engagement with local, LGAs, Civil Society Organisations, bodaboda organisations, environmental clubs, schools among others.

E3. Leverage Strategic Partnerships



BUREFOBI-NFR's project, whose supports essential for broader societal and political support or buy-in.

Understanding and monitoring stakeholders will enable tailor-made communication and

engagement strategies, enhancing public and political support for BUREFOBI-NFR and its work, while helping achieve its Strategic Goals. Stakeholder groups involved in BUREFOBI-NFR's objectives include Governance Structures, external

5.1 Primary and Secondary stakeholders.

Strategic Partners are identified as key external collaborators. A stakeholder matrix has been developed to analyze their influence and interests, helping the communication and stakeholder engagement team create tailored approaches to

achieve the strategy's goals. Each nature reserve office will conduct stakeholder analysis exercises for specific activities, with guidance provided in the annexes. This will ensure more targeted communication and engagement.

5.2 Target Stakeholders of BUREFOBI-NFR

BUREFOBI-NFR has two types of stakeholders: Internal (Primary) and External (Secondary).

5.2.1 Internal Stakeholders (Primary)

Internal stakeholders are those directly contributing to the success of BUREFOBI-NFR strategy. They have high interest and medium-to-high influence and may provide funding, technical input or public support for BUREFOBI-NFR's work. Key internal stakeholders include:

BUREFOBI-NFR Project Management: Responsible for staff quality, performance, and strategic decisions. Their interests include job security, favourable working conditions, and fair remuneration.

BUREFOBI-NFR Project Employees: Responsible for delivering high-quality work. Their interests include job stability, good working conditions, and appropriate compensation.

Government of Tanzania and Parliament: the government owns TFS and is responsible for integrating forest reserve priorities, providing security and investment, mainstreaming relevant technologies policy.

5.2.2 External Stakeholders (Secondary)

External Stakeholders create a supportive environment for BUREFOBI-NFR's agenda. Although they may have low to medium interest, hold medium to high influence. External stakeholders need to be kept informed via general channels and engaged on a case-by-case basis. Key

external stakeholders include Community leaders, farmers, opinion leaders, relevant parliamentary sub-committees. These groups should be targeted to increase their interest and support for BUREFOBI-NFR work.

S/No.	Stakeholders	Interests/Roles	Level of Understanding on BUREFOBI-NFR Project
PRIMARY STAKEHOLDERS			
1.	Government: Ministries / Agencies / LGA's / Authorities	Owner Streamlining of government priorities in the nature forest reserves Security and safety of the infrastructure in nature forest reserves Employing enough guards and conservators in nature forest reserves Mainstreaming of the adaptation of relevant technologies into relevant policies. Providing GIS, drones, vehicles, motorcycles and current technologies to conservators	High
2.	Parliament	Policy making and reforms	High
3.	Advisory Board	Provides strategic advice, guidance and expert insights to Nature Forest Reserve management	High
SECONDARY			
4.	Local Communities	indigenous communities surrounding the Nature Forest Reserves.	Moderate
5	Media	Visibility and Publicity	Moderate
6	Development Partners (UNDP)	Provide funds, etc. Build institution capacity	Moderate
7	Public	Consumers of nature forest reserve benefits	Low
8	NGOs, CBOs, CSOs	Harmonization and influence policy changes, Capacity building	Medium
9	Opinion Leaders and Influencers	Brand awareness and promotion	Medium

10	Academic and Research Institutions	Research and analysis on relevant technologies and innovations, addressing skills gap	High

5.3 Basic of Communication Strategy and Stakeholders Engagement

This analysis of target groups, along with tools to monitor their communication needs, helps develop tailored and targeted communication activities. Additionally, a set of basic rules has been

established to define the general standards for BUREFOBI-NFR's communication and stakeholder engagement.

Basic Rules of Communication Engagement

BUREFOBI-NFR project implementation team and governance structure should:

- Be informed on Nature Forest Reserves
- Actively listen and engage with stakeholders
- Regularly seek input
- Clearly communicate BUREFOBI-NFR's mandate
- Ensure inclusivity in all communication efforts

External Stakeholders

- Communicate results effectively
- Actively promote constructive narratives
- Keep it simple- avoid Present unified as one BUREFOBI-NFR project (Agency design)

Figure 3: Rules of Communication and Engagement of Stakeholders

In times of crisis within Nature Forest Reserves, a common arrangement for officials who can speak

on behalf of the organization are as shown on table 2 below

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S/N	Spokesperson	Mandate
1.	Head of Public Relations and Communications Unit	First Spokesperson
2.	Conservation Commissioner	Second Spokesperson
3.	Board Chairman	Final Spokesperson

During crisis, the Head of Public Relations and Communications Unit stands as the first spokesperson of the Organization. If matters

escalate, the Conservation Commissioner will take over the task of being the spokesperson. Should the crisis escalate further in such a way that requires

further intervention, the Board Chairman will become the Agency's spokesperson. It is critical that during crisis, information must be strictly centralized.

These three stages of crisis communication are designed to allow ample time for preparations to

communicate on the said crisis. Should the HPRCU fail or is misunderstood; and if the same happens to Conservation Commissioner, then the Board Chairman will stand out and provide well processed information to the public.



6 Data Collection and Methodology

Data for this strategy was gathered from key stakeholders through meetings, telephone interviews and document reviews. The findings were analysed using content and thematic analysis. The strategy development process included the following activities:

Meetings with BUREFOBI-NFR staff to clarify key concerns;

Review relevant local, regional and international communication strategies¹,

Interviews with conservators, guards, Local Government Authorities Leaders, community members (pastoralists, farmers, youth, women, etc) media, environment club members, teachers, academic Institutions specializing in communication and journalism studies.

6.1 Summary of Findings

The review revealed that communication strategies from other organisations have not addressed the need to raise awareness among the public, stakeholders, communities, particularly with conservators, on forest biodiversity, nature forest reserves, climate change and its ecological impacts. The new strategy addresses these gaps

Interviews with conservators, guards, local communities surrounding the nature forest reserves, media, local government leaders highlighted a lack of awareness of the BUREFOBI-NFR project. Without proper education on land use, water availability, biodiversity and climate

change impact, the project's success is limited. Media engagement with organisations like Tanzania editors' Forum, Press Clubs, editors, TADIO and local media was found to be key, yet many in the media were unaware BUREFOBI-NFR project, despite its implementation last year.

The lack of awareness stems from absence of communication strategy, now developed. Communities recommended more engagement through meetings, cultural events, local media programs, and support for education and entrepreneurship.

6.2 Key Messages

BUREFOBI-NFR's communication is guided by several key themes with customizable messages aimed at creating a consistent narrative about its role and objectives. and objectives. These

messages aimed at creating a consistent narrative about its role and objectives. These messages will be adapted for different audiences across all communication platforms.

6.3 Deforestation

¹ Communication strategy, Living Landscapes: Securing High Conservation Values in South- Western Bhutan, 2021, EWURA Communication Strategy, 2024, 3rd Edition, TANAPA Communication Strategy-2024 (unpublished), National

Environmental Management Council (NEMC) Communication Strategy 2022/2024-2025/26, TFS Communication strategy 2024-2029.

Deforestation leads to biodiversity loss and health problems, affecting society as a whole.

Key Messages

- Communities play a key role in managing Nature Forest Reserves

- Nature Forest Reserves are essential to our survival – preserve them now

- Protect our nature forest reserves for future generations

6.4 Climate Change

Climate change is affecting all sectors and will continue to impact livelihoods, nature forest reserves, infrastructures and production systems:

Key messages

- Climate change is real, take action now.
- Conserving Nature Forest Reserves is key to our future

6.5 Biodiversity

Biodiversity is LIFE itself, essential for the sustainability of nature forest reserves. Conservation is everyone's responsibility.

Key messages

- Nature's beauty must be preserved.
- Reconnecting with nature restores us

6.6 Nature Forest Reserves Sustainability

Research is vital for sustainable management of nature reserves. Decision-makers should prioritize research and its implementation.

Key messages

- Nature Forest Reserves' sustainability is our responsibility
- Conservation is key to a better environment and life for all

Note: BUREFOBI-NFR project will emphasise the messages in a manner that will result in making a difference in nature forest reserves management and sustainability

ONE PEOPLE ONE VISION

We cooperate for a future in which our shared resources
can sustain t's people, economies and environments
internally and beyond



Goal 4: Environmental Sustainability

We manage our environment together, for today and tomorrow.

What does that mean? We conserve the areas of nature forests reserves, which provide services on which millions of offices depend, are being destroyed at an alarming rate. Together, we ensure that these biodiversity are protected and receive the care and protection they need.



Goal 5: Environmental Sustainability

We prepare together for climate change impact.

What does that mean? Climate change will make flood and drought periods more frequent and prolonged. We help communities and governments to better prepare for flood and drought events-by improving information flow and the resilience of infrastructure.



GOAL 6: STRENGTHEN COOPERATION AND COLLABORATIONS

We bring people together-to build a common ground for win-win benefits.

What does that mean? **Nature forests reserves** Connect us all -we depend on it to sustain our lives, economies and environments. BUREFOBI- NFR brings together surrounding communities to deliberate on how to cooperatively plan, manage and conserve nature forests reserves to benefit current and future generations.

7 Channels and Tools for Communication and Stakeholders Engagement

BUREFOBI-NFR uses 11 key communication channels to engage stakeholders and contribute to its strategy objectives:

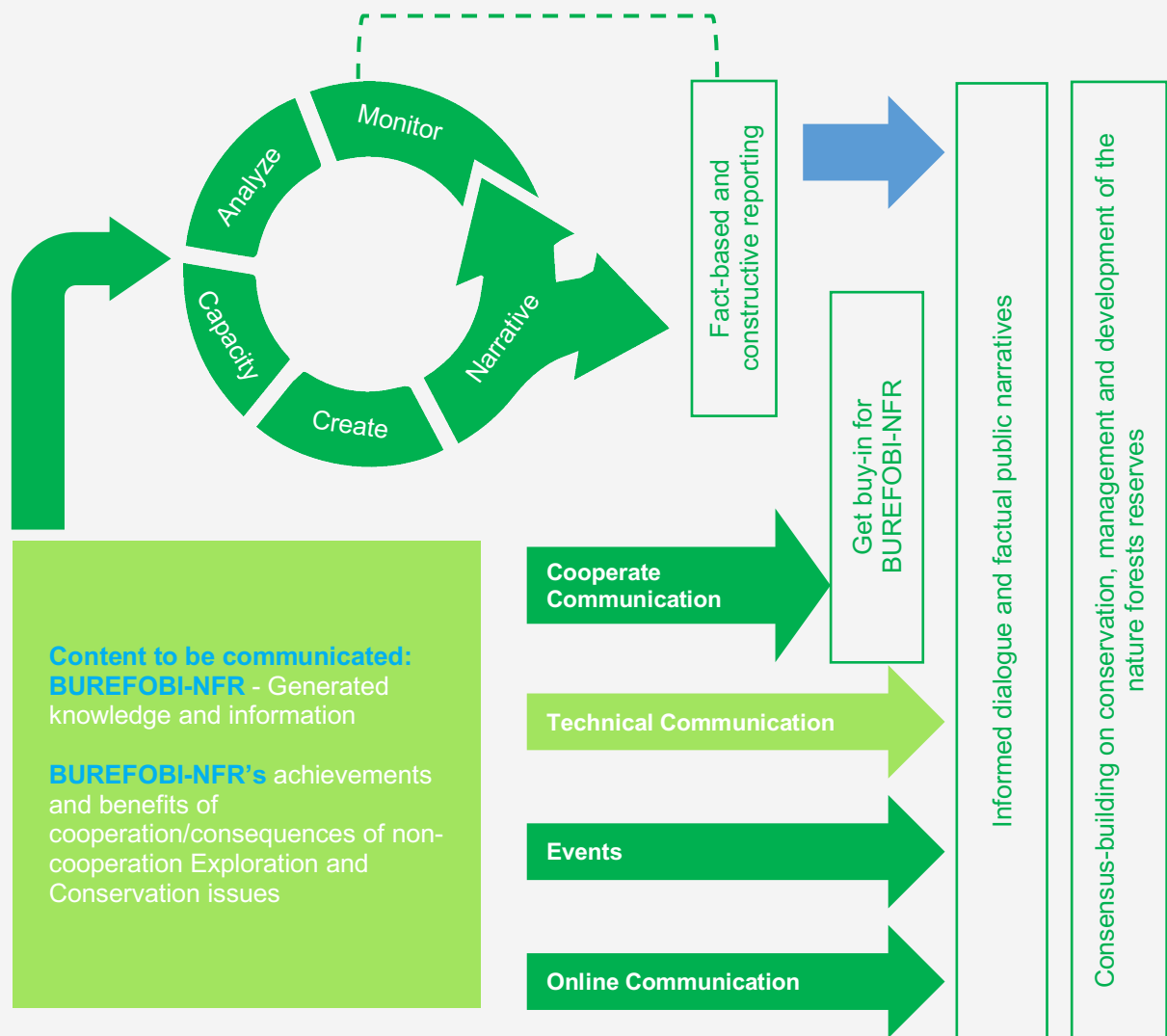


Figure 6. BUREFOBI-NFR's communication and engagement channels

7.1 Community Meetings:

These meetings, involving local leaders, traditional leaders, pastoralists, farmers, youths, women and

others make BUREFOBI-NFR accessible to all in communities surrounding nature forest reserves.

7.2 Community Radio:

Community radio is a key medium for reaching large audiences in areas near nature forest reserves. BUREFOBI-NFR will support production

of radio programs and jingles to raise awareness, broadcasting regularly, such as 15 -minute weekly segments.

7.3 Mobile Video and Cinemas:

Mobile video and cinema, using film vans or trucks, are effective in reaching communities with educational dramas, documentaries and

advertisements on nature reserves issues, helping stimulate dialogue and behavioural change.

7.4 Folk drama and Ngoma groups:

Support the production of folk dramas, puppet shows, traditional performances by local groups. This method is effective in engaging the

community emotionally and promoting participation, particularly among youth.

7.5 Workshops and Seminars:

Workshops and seminars for local government officials, conservators, guards, community leaders,

religious leaders, youths and in nature forest reserves conservation.

7.6 Push Messages:

Mobile phone push messages will be used to deliver quick and effective communication to communities surrounding nature forest reserves.

7.7 Events:

BUREFOBI-NFR will organise events like “Hifadhi Day” to foster dialogue on forest conservation and raise awareness among communities.

7.8 Posters and Billboards:

Simple, informative posters and billboards will be placed around nature forest reserves to promote forest conservation.

7.9 Media Engagement:

BUREFOBI-NFR will work with media outlets, including Tanzania Editors' Forum (TEF), Press Clubs in regions surrounding Nature Forest Reserves, TADIO and senior editors and local

journalists, to ensure accurate reporting and promote constructive narratives about nature forest reserves.

7.10 Online communications/digital media

BUREFOBI-NFR will maintain a strong online presence through social media platforms, websites, and knowledge portals to engage funders, stakeholders and community members with access to smart phones.

The advent of digital media has transformed the way that organizations communicate. This explains why digital media must not be overlooked in strategic communications. Fifteen years ago, organizations would have prioritized the traditional media in a strategic communications activity but there is an increasing use of the digital media today and many other channels have emerged that can be utilized for strategic

communications in the BUREFOBI-NFR project, Some digital media platforms that are very helpful in strategic communications and should be used in this project include; social media platforms (Twitter, Instagram, Facebook, WhatsApp, LinkedIn, TikTok, etc.), websites, emails, podcast sites, internal communications software (Slack, Clickup, Matter most) etc., the project should also use cartoons, animations, infographics to reach the intended stakeholders. Each of these digital tools provide a unique benefit that contributes to what is regarded as strategic communication. Adapting and leveraging digital communications for real-time engagement will improve strategic communication in this project.

7.11 Promotional Materials:

T-shirts, caps, stickers, calendars, school bags, pens, cups, umbrellas and other promotional items will be distributed in communities surrounding

Nature Forest Reserves to support communication activities and special events.

7.12 Feedback mechanism

It is important to set a feedback mechanism that will allow a "sender" of the messages to receive 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.



8 Strategy Implementation: General Recommendations

A phased approach will be used to implement this strategy over a period of five years. The first phase will focus on advocacy communication, coordinated by the project team. In the second

phase, starting at the end of the first year, the implementation team will take over, with oversight from Project resources optimization and consistency.

8.1 General Recommendations

8.1.1 Establish a communication function

The project coordinator should create a dedicated communication role to manage the strategy's implementation

8.1.2 Develop a Branded Platform

Create a theme, logo and slogan to unify all communication materials, ensuring message coherence

8.1.3 Develop and Produce Communication Materials/messages

Pre-test materials with target audiences before production. Outsource development to qualified agencies, with oversight from the Public Relations and Communication Unit. Moreover, the project team in collaboration with the Ministry will develop various messages to stakeholders analysed in this document. Real time data on climate change impacts/forest conservation challenges should be used and encouraged to make messages urgent and relevant.

8.1.4 Disseminating information materials

Use a demand-driven network for efficient distribution of materials at community level.

8.1.5 Equip Conservators with Modern Tools

Provide conservators with technological tools like drones and GIS to enhance their ability to monitor nature forest reserves.

8.1.6 Hire/Train More Guards and Conservators

Ensure adequate staffing and provide vehicles, motorcycles and fuel to support communication efforts in communities.

8.1.7 Entrepreneurship financial support

Support women and youth surrounding the nature forest reserves in sustainable income-generating activities, such as crafts, to reduce reliance on harmful practices like farming and charcoal burning.

8.1.8 Education on Land Planning and Livestock Management

Educate local communities on land use and livestock management to prevent encroachment on nature forest reserves. Facilitate Environmental Clubs. Provide environmental clubs with resources such as uniforms and small financial incentives to encourage participation in forest are very important in conservation

8.1.9 Capacity Building

The project will require capacity strengthening to implement this communication strategy. The

project should build internal capacity among stakeholders (e.g. Conservators, guards, local leaders, TFS's headquarters, regional staff, etc) to implement the strategy. The stakeholders should be trained on how to capitalize on the research findings and approaches proposed within this Communication. However, there should be intensive and effective trainings to conservators on the use of technological tools (drones and GIS) to enhance their ability to monitor nature forest reserves

8.2 Conditions for Successful Implementation

Success depends on, the Project Coordinator, implementing team and stakeholders to the communication strategy. Financial resources are also essential. Messaging must focus on creating an

environment conducive to addressing nature forest reserve threats and climate change impacts. Communication efforts should align with on-the-ground actions for maximum impact.

8.3 Strategy implementation plan of the project

Activities	Time Frame																				RESPONSIBLE PERSON	
	Year 1				Year2				Year 3				Year 4				Year 5					
	Q1 Jan	Q2 Apr	Q3 July	Q4 Oct	Q1 Jan	Q2 Apr	Q3 July	Q4 Oct	Q1 Jan	Q2 Apr	Q3 July	Q4 Oct	Q1 Jan	Q2 Apr	Q3 July	Q4 Oct	Q1 Jan	Q2 Apr	Q3 July	Q4 Oct		
Strategy 1. Lay the groundwork for informed dialogue on Nature Forest Reserve issues;																						
• Reach TFS staff, PIT and implementing partners through established and informal communication systems																					Project coordinator	
• Utilize team briefing methods to communicate with TFS staff and teams through the agency's hierarchy.																					Project coordinator	
• Orientation and training on the communication strategy and purchased technologies to staff and arising issues																					Project coordinator	
• Hold orientation workshop for project implementing team and implementing partners																					Project coordinator	
• Develop and produce communication materials/messages to be used in the campaign																						Project implementation team & consultant
• Set up the THE BUREFOBI-NFR Communication Coordination Committee and convene quarterly meetings																					Project coordinator	
Strategy 2: To gain stakeholders buy-in for BUREFOBI-NFR's initiatives;																						
• Disseminate information to communities surrounding nature forest reserves.																					Project implementation team & consultant	
• Establish "Hifadhi forums" to engage local/ opinion leaders and promote public participation at the national, regional and local levels.																					Coordinator & Project implementation team	
• Encourage local/opinion leaders to mobilize their communities against conducting illegal activities in nature forests reserves																					Coordinator &Project implementation team	
• Plan and organize workshops and training for local /opinion leaders surrounding nature forests reserves																					Coordinator &Project implementation team	



9 Monitoring and Evaluation Framework

Monitoring and Evaluation (M&E) will track progress towards the strategy's objectives and

assess the performance of communication activities

9.1 Monitoring Strategy Performance

Track and assess outputs from communication activities. The project Coordinator and

implementing team will manage data collection and reporting.

9.2 Assessing Program Outcomes

Semi-annual stakeholder surveys will measure the communities' understanding nature forest conservation. Media reports and programs will be evaluated.

The M&E Specialist will:

Review and finalize the outcome indicators

Develop an M&E plan and methodology

Conduct assessments at specified intervals

The M&E specialist will work closely with the Project Coordinator and Communication expert.

9.3 Measuring Activity

Activities will be monitored by assessing the communication and stakeholders engagement interventions based on the following indicators:

- i. Number of trainings to internal staff (at headquarters and zonal offices)
- ii. The number of informal and formal meetings to share knowledge on nature forests reserves issues
- iii. Number of lessons gathered, packed and shared
- iv. Number of progress and semi-review reports produced and shared
- v. The number of news releases sent out and articles published
- vi. The number of promotional materials such as brochures, billboards, etc produced and distributed

- vii. Number of videos and cinemas produced and watched by stakeholders
- viii. The number of requests for information
- ix. The number of visitors to the website
- x. Number of folk drama and ngoma performed
- xi. Number of forums and events held

These indicators will measure and track the level of communication strategy implementation and show the dissemination efforts through various communication tools.

9.4 Measuring Media Coverage

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

- i. The number of newspaper articles published
- ii. Count the number of negative, positive and neutral stories and relate back to the information provided.

- iii. Keep a file of newspaper clippings and circulate copies of articles relevant to staff members

- iv. Monitor radio and television broadcasts of Nature Forests Reserves programmes

Number of push messages created and disseminated

Number of followers, comments and contributions in social media

9.5 Measuring Audience Exposure

This will involve measuring the exposure of the target audience to the BUREFOBI-NFR activities and some media. This also includes getting a feel of level of awareness of target audience of BUREFOBI-NFR implementation approaches. In case of phone-ins programmes, radio or television

stations provide figures of responded listeners or viewers for each broadcasted BUREFOBI-NFR and other programmes. In case for BUREFOBI-NFR information in the website, assessment may be on the number of hits of visitors of the website.

9.6 Measuring Stakeholders impact

Although it may be difficult to measure impact of public awareness activities, several methods can be used to assess BUREFOBI-NFR communication and sharing campaigns. They include using google

forms, mobile questionnaire surveys, group interviews, focus groups, journalistic interviews, participatory appraisal techniques, participant observation and use of secondary data.

9.7 Knowledge, Attitude and Practices

In this particular case the main focus will be to assess what the target audiences know about BUREFOBI-NFR following a communication campaign. This will include assessing their perceptions of BUREFOBI-NFR usefulness in conserving nature forests reserves and biodiversity. Furthermore, the evaluation will tend to see what is happening on the ground as to whether changes are taking place in terms of the

project being implemented and the improvement in conserving nature forests reserves and biodiversity.

9.8 M and E Implication

The results are likely to show whether the communication and knowledge sharing campaigns have been successful or tell otherwise. This will

lead to find ways for improving the situation by changing approach, dropping or discontinuing some activities in the campaign.

10.9. Knowledge Management

- ✧ Key information and lessons learned during the strategy's implementation must be systematically recorded and shared. The knowledge management component will: Create a contact database of stakeholders using simple software Microsoft ACCESS package.
- ✧ Prepare and present semi-annual reports on communication activities to the management team to guide future efforts.



9.9 Annex 1: Budget for Critical Elements Only for Year 1 of the Plan

S/N	DETAILS	QTY	UNIT PRICE	TOTAL PRICE
1	Community meetings per year (Nine Conversations) @1000	36	500,000	18,000,000
2	Community Radio program (4 per year in 9 Conversations)	36	150,000	5,400,000
3	Mobile Video and Cinema			
	Land Cruiser Hardtop with all video/cinema accessories.	2	152,000,000	304,000,000
5	Folk Drama and Ngoma drama (9 Groups, 10 people, 4 per year)	90	200,000	18,000,000
6	Push messages Voda, Tigo and Airtel @500,000msgs + VAT			
	Vodacom	5,000,000	1	5,900,000
	Airtel	5,000,000	1	5,900,000
	Tigo/Zantel	5,000,000	1	5,900,000
	Uniforms	90	50,000	4,500,000
	Drums and accessories @5 Drums	45	100,000	4,500,000
7	Events (Tamasha) - Music, Artist, Drinks & Promotions/Stages	9	10,000,000	90,000,000
	Posters A2	1000	3,000	3,000,000
	Billboards + Banners 2.4 x 1.2m	1000	200,000	200,000,000
8	Media engagement with TEF, Press Clubs and Radio 2 per year	20	200,000	4,000,000
	Hall and Breakfast	9	600,000	5,400,000
	Logistics and Stationery			2,500,000
9	Online contents production (4 per year)	36	300,000	10,800,000
10	Promotional materials			
	T-Shirts Round neck	1000	15,000	15,000,000
	T-Shirt polo (Embroided) + 50,000 Digitalization	1000	25,000	25,000,000
	Caps	1000	10,000	10,000,000
	Stickers-A3	1000	2,000	2,000,000
	Calendars	1000	10,000	10,000,000
	School Bags	1000	40,000	40,000,000
	Pens	1000	4,500	4,500,000
	Umbrella	1000	15,000	15,000,000
	Note books	1000	3,500	3,500,000
	Cups (Mag)	1000	7,000	7,000,000
	Water refill bottles	1000	10,000	10,000,000
11	Pugu forest Documentary production (Four documentaries @ 20mins			
i	Professional Induction meeting	5	400,000	2,000,000
ii	Preparation of work plan	4	400,000	1,600,000
iii	Video production	4	800,000	4,000,000
iv	Aerial production (Drone)	2	1,000,000	2,000,000
v	Photographing	1	400,000	2,000,000
vi	Sound and Lighting	1	600,000	3,000,000
vii	Directing	1	400,000	2,000,000

viii	Narrations	2	500,000	2,500,000
ix	Editing, Graphics (Post production)	2	1,500,000	7,500,000
x	First Aid	1	50,000	250,000
xi	Transport	1	500,000	3,500,000
xii	Production consumable (SD Card, External Drives			1,000,000
12	Arusha Documentary production (Four Documentaries @20mins			
i	Professional Induction meeting	5	400,000	2,000,000
ii	Preparation of work plan	4	400,000	1,600,000
iii	Video production	4	1,000,000	5,000,000
iv	Aerial production (Drone)	2	1,200,000	2,400,000
v	Photographing	1	600,000	3,000,000
vi	Sound and Lighting	1	700,000	3,500,000
vii	Directing	1	600,000	3,000,000
viii	Narrations	2	500,000	2,500,000
ix	Editing, Graphics (Post production)	2	1,500,000	7,500,000
x	First Aid	1	50,000	250,000
xi	Transport	1	1,000,000	7,000,000
xii	Production consumable (SD Card, External Drives			1,000,000
13	Ruvuma Documentary production (Four Documentaries @20mins			
i	Professional Induction meeting	5	400,000	2,000,000
ii	Preparation of work plan	4	400,000	1,600,000
iii	Video production	4	1,000,000	5,000,000
iv	Aerial production (Drone)	2	1,200,000	2,400,000
v	Photographing	1	600,000	3,000,000
vi	Sound and Lighting	1	700,000	3,500,000
vii	Directing	1	600,000	3,000,000
viii	Narrations	2	500,000	2,500,000
ix	Editing, Graphics (Post production)	2	1,500,000	7,500,000
x	First Aid	1	50,000	250,000
xi	Transport	1	1,500,000	10,500,000
xii	Production consumable (SD Card, External Drives			1,000,000
14	Mount Hanang Documentary production (Four Documentaries @20mins			
i	Professional Induction meeting	5	400,000	2,000,000
ii	Preparation of work plan	4	400,000	1,600,000
iii	Video production	4	1,000,000	5,000,000
iv	Aerial production (Drone)	2	1,200,000	2,400,000
v	Photographing	1	600,000	3,000,000
vi	Sound and Lighting	1	700,000	3,500,000
vii	Directing	1	600,000	3,000,000
viii	Narrations	2	500,000	2,500,000
ix	Editing, Graphics (Post production)	2	1,500,000	7,500,000
x	First Aid	1	50,000	250,000

xi	Transport	1	1,400,000	9,800,000
xii	Production consumable (SD Card, External Drives			1,000,000
15	Hasama Manyara Documentary production (Four Documentaries @20mins			
i	Professional Induction meeting	5	400,000	2,000,000
ii	Preparation of work plan	4	400,000	1,600,000
iii	Video production	4	1,000,000	5,000,000
iv	Aerial production (Drone)	2	1,200,000	2,400,000
v	Photographing	1	600,000	3,000,000
vi	Sound and Lighting	1	700,000	3,500,000
vii	Directing	1	600,000	3,000,000
viii	Narrations	2	500,000	2,500,000
ix	Editing, Graphics (Post production)	2	1,500,000	7,500,000
x	First Aid	1	50,000	250,000
xi	Transport	1	1,400,000	9,800,000
xii	Production consumable (SD Card, External Drives			1,000,000
16	Hasama Manyara Documentary production (Four Documentaries @20mins			
i	Professional Induction meeting	5	400,000	2,000,000
ii	Preparation of work plan	4	400,000	1,600,000
iii	Video production	4	1,000,000	5,000,000
iv	Aerial production (Drone)	2	1,200,000	2,400,000
v	Photographing	1	600,000	3,000,000
vi	Sound and Lighting	1	700,000	3,500,000
vii	Directing	1	600,000	3,000,000
viii	Narrations	2	500,000	2,500,000
ix	Editing, Graphics (Post production)	2	1,500,000	7,500,000
x	First Aid	1	50,000	250,000
xi	Transport	1	1,400,000	9,800,000
xii	Production consumable (SD Card, External Drives			1,000,000
17	Uzigua Tanga- Documentary production (Four Documentaries @20mins			
i	Professional Induction meeting	5	400,000	2,000,000
ii	Preparation of work plan	4	400,000	1,600,000
iii	Video production	4	1,000,000	5,000,000
iv	Aerial production (Drone)	2	1,200,000	2,400,000
v	Photographing	1	600,000	3,000,000
vi	Sound and Lighting	1	700,000	3,500,000
vii	Directing	1	600,000	3,000,000
viii	Narrations	2	500,000	2,500,000
ix	Editing, Graphics (Post production)	2	1,500,000	7,500,000
x	First Aid	1	50,000	250,000
xi	Transport	1	900,000	6,300,000
xii	Production consumable (SD Card, External Drives			1,000,000

18	Pindilo- Lindi Documentary production (Four Documentaries @20mins			
i	Professional Induction meeting	5	400,000	2,000,000
ii	Preparation of work plan	4	400,000	1,600,000
iii	Video production	4	1,000,000	5,000,000
iv	Aerial production (Drone)	2	1,200,000	2,400,000
v	Photographing	1	600,000	3,000,000
vi	Sound and Lighting	1	700,000	3,500,000
vii	Directing	1	600,000	3,000,000
viii	Narrations	2	500,000	2,500,000
ix	Editing, Graphics (Post production)	2	1,500,000	7,500,000
x	First Aid	1	50,000	250,000
xi	Transport	1	900,000	6,300,000
xii	Production consumable (SD Card, External Drives			1,000,000
19	Rondo - Lindi Documentary production (Four Documentaries @20mins			
i	Professional Induction meeting	5	400,000	2,000,000
ii	Preparation of work plan	4	400,000	1,600,000
iii	Video production	4	1,000,000	5,000,000
iv	Aerial production (Drone)	2	1,200,000	2,400,000
v	Photographing	1	600,000	3,000,000
vi	Sound and Lighting	1	700,000	3,500,000
vii	Directing	1	600,000	3,000,000
viii	Narrations	2	500,000	2,500,000
ix	Editing, Graphics (Post production)	2	1,500,000	7,500,000
x	First Aid	1	50,000	250,000
xi	Transport	1	900,000	6,300,000
xii	Production consumable (SD Card, External Drives			1,000,000
20	Development of messages	4people x 5 days	800,000	16,000,000
21	Capacity building			50, 000,000
21	M&E	10%		136,450,400
	Total			1,364,,504,000

This is an indicative budget that covers critical elements for year one only. An indicative budget for a full-fledged implementation plan is will be arranged by Project Coordinator as per financial year

Budget for material production includes cost of design and is based on actual quotations from printing firms

9.10 Annex II: Guide to Assessing Stakeholder Influence vs. Interest

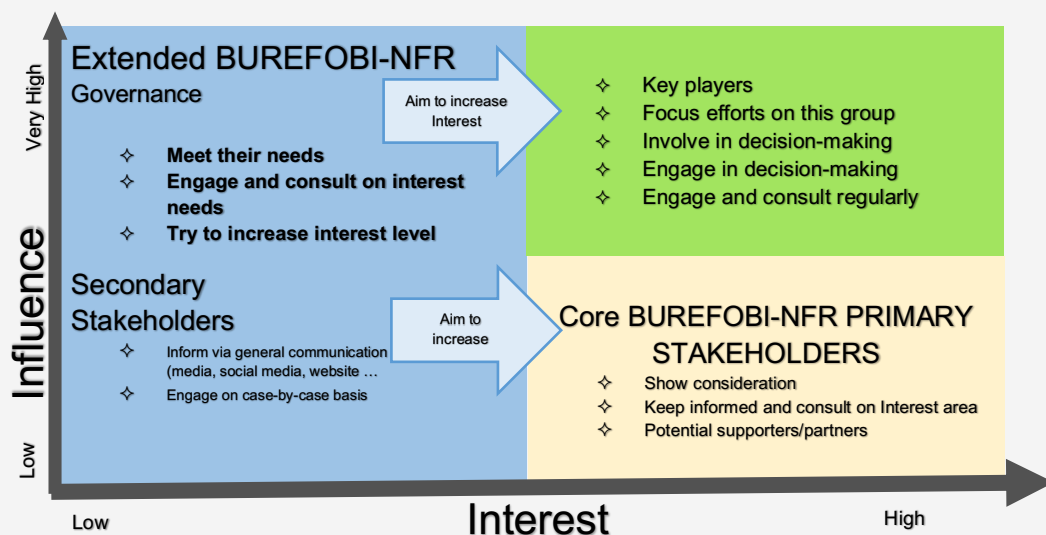
The Influence/ Interest grid can serve either as a simplification of, or addition to the Stakeholder Matrix in effectively has been collected, one can map out stakeholders according to their influence over a specific project or work stream, as well as their interest in it in the below grid.

making, as well as those working in other sectors, who hold the potential to influence, but may not yet have high enough interest to be engaged in the governance structures

analysing stakeholders. Once a list of relevant stakeholders

This visualisation gives a quick overview of the most important stakeholders and first indications of the principles for engagement. It also guides teams to identify those individuals to involve in decision-

(including Expert Working Groups and Project Steering Committees) of a work stream.



9.11 Annex II: BUREFOBI-NFR's Toolbox for Communication and Stakeholder Engagement

In order to effectively support the fulfilment of BUREFOBI-NFR's core functions -Creating Awareness (CA), Feedback Mechanism (FM), and Climate Change Impact (CI) on nature

forests reserves, BUREFOBI-NFR has compiled a catalogue of particularly effective tools to operationalise its Communications and Stakeholder Engagement.

Channel/ Tools	CA	FM	CI	Target Group	Reference document
Channel 1: Online communications					
Social media	●	●	●	General public, media	Social media guidelines
Website	●	●	●	General public, media, BUREFOBI-NFR Governance and partners (UNDP)	Policy Guidelines
Knowledge Portals	●	●	●	Academia/Research, BUREFOBI-NFR Governance	
E- Learning Platforms	●	●	●	BUREFOBI-NFR Governance, Academia/ Research, Partners	
Channel 2: Events					
Forest Day	●	●	●	BUREFOBI-NFR Governance, Media, Strategic Partners	Events checklist
Forest Nature Reserve Forums	●	●	●	BUREFOBI-NFR Governance, Media, Partners, Academia	Policy Handbook
Thematic forums/ workshops	●	●	●	Various	Events checklist
Capacity-development/ trainings/ study tours	●	●	●	Various	Events checklist
Community consultations		●		Project affected communities	
Channel 3: Technical Communication					
Technical Publications (e.g. reports)	●	●		BUREFOBI-NFR Governance, Media, Partners (UNDP), Research	CD manual, Templates
Policy Handbook	●	●	●	TFS	CD manual
Policy Briefs	●	●	●	BUREFOBI-NFR Governance, MPs	Policy Brief Templates
Technical Bulletins	●			BUREFOBI-NFR Governance, Media, Partners, Research	CD manual
Channel 4: Public Relations Communications					
PR Report	●	●	●	BUREFOBI-NFR Governance, Strategic Partners	Relevant manual
Newsletter	●	●	●	BUREFOBI-NFR Governance Strategic Partners	Relevant manual
Factsheets/ Flyers/ Brochures	●	●	●	Various	Relevant manual
Success stories	●	●	●	BUREFOBI-NFR Governance, Partners, Media	Relevant manual
Channel 5: Media engagement					
Press briefing	●	●	●	Media	Media engagement, concept

Editors' breakfast				Media (editors)	Media engagement. concept
Media Radar				BUREFOBI-NFR Staff, Strategic Partners	Media monitoring guidelines
Media content analysis				BUREFOBI-NFR Staff	Media engagement. concept
Media workshops/ field trips				Media	Media engagement. concept
Media Awards				Media, Strategic Partners	Media engagement. concept
Infographics				Media, General Public, BUREFOBI-NFR governance, Partners	Media engagement. concept
Press releases				Media	Media engagement. concept

As indicated, the following reference documents are available to support the application of the above tools. If you

require access of any of them, please contact info@tfs.co.tz

Online	Events	Public Relations	Media Engagement
Social media guidelines Policy Handbook	Event checklists	Various manual Publications concept Technical reports & Policy briefs templates	Media engagement concept Media monitoring guidelines

9.12 Annex III: Glossary

9.12.1 Campaign

A campaign is a set of organized communication activities delivered through multiple channels to inform, persuade, or motivate individuals to adopt new behaviour or practices. It uses different tools and is typically implemented within a limited time frame.

9.12.2 Communication channels

The three categories are interpersonal channels, community channels, and mass media channels.

- ✧ Interpersonal channels include one-to-one communication.
- ✧ Community or group channels reach a group of people within a distinct geographical area or who share common interests or characteristics. Community-based media, community-based activities, and community mobilization are all forms of community channels.

Mass media channels reach large audiences quickly, and include television, radio, newspapers, social media, magazines, outdoor/transit advertising, and direct mail.

9.12.3 Communication tools and channels

Communication tools and channels are the various tactics adopted to disseminate

messages. They include advocacy, advertising, promotion, event creation and sponsorship, community mobilization, publicity and entertainment vehicles such as television or radio programs, social media, folk drama, songs, or games that provide entertainment and educational messages simultaneously.

9.12.4 Community mobilization

This is a participatory process through which action is stimulated by a community itself, or by others, that is planned, carried out, and evaluated by a community's individuals, groups and organizations on a participatory and sustained basis to meet community needs. In addition to improving water, the community mobilization process also aims to strengthen the community's capacity to identify their concerns and the issues on a sustainable basis.

9.12.5 In-depth interviews

These are one-on-one interviews conducted by a skilled interviewer. In-depth interviews are characterized by extensive probing and open-ended questions. They are suitable for obtaining information from knowledgeable respondents who may be geographically dispersed.

9.12.6 Key influencers

These are influential people in the primary audience's social network, such as

BUREFOBI - NFR

Communication Strategy

