



United Republic of Tanzania
MINISTRY OF NATURAL
RESOURCES AND TOURISM



Ulkoministeriö
Utrikesministeriet
Ministry for Foreign
Affairs of Finland

FORESTRY AND VALUE CHAINS DEVELOPMENT (FORVAC)

2018 – 2022

Communication Plan

Ministry for Foreign Affairs, Finland
Ministry of Natural Resources and Tourism, Tanzania
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CONTENTS

1. OVERALL PURPOSE OF THE PLAN	1
1.1 INTRODUCTION TO FORVAC	1
1.2 COMMUNICATION	1
1.3 EXTENSION	2
2. IMPORTANT OBJECTIVES.....	2
3. COMMUNICATION STRUCTURE.....	2
3.1 TARGETS AND MEANS	2
3.1.1 <i>Target audience</i>	2
3.1.2 <i>Means</i>	3
3.2 HUMAN RIGHTS BASED APPROACH	3
3.3 COMMUNICATION STRUCTURE.....	4
3.3.1 <i>Internal communication</i>	4
3.3.2 <i>External communication</i>	5
4. IMPLEMENTATION	6
4.1 IMPLEMENTATION FLOW	6
4.2 PROCEDURE FOR HANDLING SOURCE MATERIAL.....	6
4.2.1 <i>Collection of material</i>	7
4.2.2 <i>Processing of material</i>	7
4.2.3 <i>Approval of productions</i>	7
4.2.4 <i>Dissemination of productions</i>	7
4.3 CONTENT SHARING	8
4.4 BRANDING.....	8
4.4.1 <i>Programme Logo</i>	8
4.4.2 <i>Wearable items</i>	8
4.4.3 <i>Corporate style</i>	8
4.4.4 <i>Information kits</i>	8
4.5 MESSAGING	8
4.5.1 <i>Mechanism for generating messages</i>	8
4.5.2 <i>Examples of possible topics</i>	9
5. COMPLIANCE WITH FUNDER REQUIREMENTS.....	9
5.1 GOVERNMENT OF TANZANIA	9
5.2 MINISTRY FOR FOREIGN AFFAIRS OF FINLAND	10
5.3 EUROPEAN UNION.....	10
6. IMPACT ASSESSMENT OF COMMUNICATIONS AND VISIBILITY	11
6.1 MONITORING	11
6.2 EVALUATION	11
ANNEXES	11
ANNEX 1: ANALYSIS OF THE DIFFERENT TARGETS, CHANNELS, MESSAGES.....	
ANNEX 2: ACTION PLAN REGARDING STAKEHOLDERS AND TARGETED AUDIENCES.....	

ANNEX 3: HRBA – WHAT IT MEANS IN PRACTICE FOR COMMUNICATIONS.....
ANNEX 4: STYLE GUIDE (*FUTURE*)

1. OVERALL PURPOSE OF THE PLAN

1.1 INTRODUCTION TO FORVAC

Forestry and Value Chains Development (FORVAC), aims to contribute in increasing economic, social and environmental benefits from forests and woodlands while reducing deforestation. The expected outcome of the programme is **“improved forest-based income, livelihoods and environmental benefits”**. This will be achieved via:

1) Improved value chains and increased private sector involvement in community and government forests:

- Potential commercial and other benefits in the forest-based value chains realised through responsible private sector involvements in the Village Land Forest Reserves (VLFR) under the Community Based Forest Management regime (CBFM) and Joint Forest Management (JFM).
- Private sector investors increasingly involved in forest reserves managed by TFS.

2) Improved capacities, monitoring systems, legal and policy frameworks in the forest sector:

- Improved capacities at all levels to plan, support, manage and monitor the CBFM, JFM and forest value chains, including operational forest extension, communication services and functional monitoring systems as well as improved and harmonised legal and policy frameworks to guide and improve sustainable forest management and trade procedures.

The Programme will support commercialisation and improvement of the value chains together with the private sector and NGOs under Community Based Forest Management (CBFM) regime in three clusters: Tanga cluster (Handeni and Kilindi districts), Lindi cluster (Liwale, Ruangwa and Nachingwea districts), and Ruvuma cluster (Namtumbo, Songea and Mbinga districts).

The programme will enhance information management and public awareness on forest policy implementation. A communication plan has been developed for the dissemination of relevant information on measures regarding CBFM, JFM and forest value chains.

1.2 COMMUNICATION

For the purposes of this plan, communication is defined as being the overall structure; enabling the flow of information through processes, messages, channels and destinations.

Comprehensive as it is in improving forest products value chains, FORVAC does not have direct involvement at grassroots. It is represented at the grassroots by service providers, private sector entrepreneurs and non-governmental organisations providing technical facilitation to various points in the value chain, and outreach provided by the Tanzania Forestry Services through village or community based forest management. (PD – Output 1).

Output 1 of the FORVAC programme document shows that communications would play a coordinating role among stakeholders working towards responsible business improvements from village-level forests. The structure would have to reach and include stakeholders in a fairly tight (inclusive) manner for that coordination to be visible and meaningful.

On the higher level of improving policy frameworks, capacity development and monitoring, communication becomes a channel for messages and a facilitator of dialogue. Capacity development for monitoring target forests and value chains and sustainability actions such as combating illegal forest harvesting and environmentally degenerative practises require a communications channel that is uncluttered and has clear and targeted messages.

Output 2 of the FORVAC document expresses a need to develop reliable monitoring systems on a whole range of issues ranging from resource availability to marketing and all the enforcement,

governance and accountability that falls within. A channel that provides multiple information flows – up and down – will help towards achieving output objectives. In addition, the communication and information itself is monitored in order to improve targeting.

1.3 EXTENSION

Under the FORVAC programme extension work is done by service providers, which includes both the public and private sectors and non-governmental actors. The development of links and understanding is a communication understanding as is the delivery of extension services that may be facilitated by FORVAC. FORVAC is required to generate material or alliances with materials providers that facilitate knowledge and learning to the various stakeholders.

The targets of FORVAC's communications and extension work are very varied. This makes it difficult to provide a simple communications plan, because of the various channels and messages needed. Extension messages will include the FORVAC mandate and be planned for and budgeted within programme activities. They will not be dealt with in this plan which is focussing on the Programme level communications.

2. IMPORTANT OBJECTIVES

- To acknowledge the funding from the Governments of Finland and Tanzania (and potentially in the future, the EU)
- To communicate with stakeholders regarding developments in forestry value chains attributed to FORVAC and partners
- To share relevant information regarding rules and responsibilities with stakeholders to enable the value chain to function efficiently and achieve benefits for all participants
- To create programme visibility, credibility and transparency by:
 - Demonstrating to funders that FORVAC is delivering as expected and providing them with relevant and timely information on FORVAC action and impact;
 - Deepening the Government of Tanzania's understanding and commitment and stimulating its interest in ownership and leadership of FORVAC influenced achievements in Tanzania;
 - Increasing NGO and private sector understanding and fostering their support for FORVAC;
- To promote good planning and monitoring practices, based on quality data for informed decisions at various levels
- To enhance cohesion within the programme by utilizing existing organisational structures for communication flow.
- To ensure that programme implementers and relevant active parties have easy and continued access to programme documentation including programme reports, plans, studies, manuals guidelines, etc.

3. COMMUNICATION STRUCTURE

3.1 TARGETS AND MEANS

3.1.1 Target audience

- Villagers involved in CBFM – including specific targets of Pregnant Girls, Youth (under 25 years) and the disadvantaged (people with disabilities or long-term sickness)
- Tanzanian private sector actors in the value chain, such as processors, small enterprises, traders
- Ministries, Departments and Agencies of the government of Tanzania
- Development partners
- Non-governmental organisations, Non-state actors, universities and researchers

- Media, and
- The general public, in Tanzania and in Finland/elsewhere

3.1.2 Means

- Identification of key target audiences and developing tailored messages related to
 - Policy, guidelines and legal issues, including issues related to forestry and climate change;
 - Promoting opportunities for employment and income generation through forestry activities; grant opportunities; access to finance.
 - Linking actors on the value chain
 - Sharing experiences on efficient management of forests and efficient utilisation of forests and their products.
 - Creating, developing or adopting systems or media for communication and dissemination, including traditional mass media and new media for innovative approaches in information dissemination.
- Assess the needs for information for different purposes, and in particular in relation to the MIS framework
- FORVAC plans to develop a Market (Price) Information System (for timber, charcoal, honey and potentially for other NTFPs) as:
 - A Web-solution , possible developed during FORVAC
 - A potential mobile phone based solution (of the same)

In Annex 1 we provide a matrix that analyses each target audience, with some messages, and relevant means of communication. In addition, there is a table describing the anticipated channels and materials. In Annex 2, there is a table with the proposed action plan for different stakeholders. In other words, there are different ways of considering the different communications.

The budget is dependent on the activity. In the annual work plan for each year, specific activities will be described and the approximate timeline and budget provided. It is important that the budget for communication is included as an integral part of the activity planning, and is proportionate to the overall budget.

In addition, overall programme communication activities will be planned – for instance, the celebration of special days, conferences, exhibitions, etc.

FORVAC will decide, once activities begin, on the equipment required to facilitate good communications. This might include specific computer programmes, a better quality camera, video or audio recording equipment, etc.

3.2 HUMAN RIGHTS BASED APPROACH

A Human Rights Based Approach (HRBA) integrates the norms, principles, standards and goals of the international human rights system into development plans and processes. It is closely linked to national and international legal responsibilities, to which Tanzania is a signatory. *Rights-holders* are those who can legitimately claim a right - in this case, Tanzanian citizens participating in forest value chains in the FORVAC area. *Duty-bearers* in the FORVAC case are government bodies, who are responsible for protecting and facilitating the achievement of citizens' rights.

HRBA concerns the right to the process, rather than to the outcome: all human beings have the right to participate in their social, political, economic and cultural development. However, resources are limited and resource sharing is not yet perfect. The state has the obligation to support and empower its people's right to development, via enacting legislation, production systems, etc. This doesn't mean that rights holders can demand perfect achievement of their rights immediately. The State has the

obligation to prepare a strategy for *progressively* achieving universal access. With rights come responsibilities – citizens should care for their forests and behave responsibly. Further details regarding the HRBA can be found in the document “Human Right Based Approach in Finland’s Development Cooperation – Guidance Note, 2015”¹.

FORVAC will mainstream a Human Rights Based Approach (HRBA) and Gender Equality and Social Inclusion (GESI) issues through programme activities, including communications. In particular, aspects of transparency and participation are supported by the communications activities. In Annex 3 we describe some of the key elements of an HRBA approach and how these can be addressed in the communications activities.

3.3 COMMUNICATION STRUCTURE

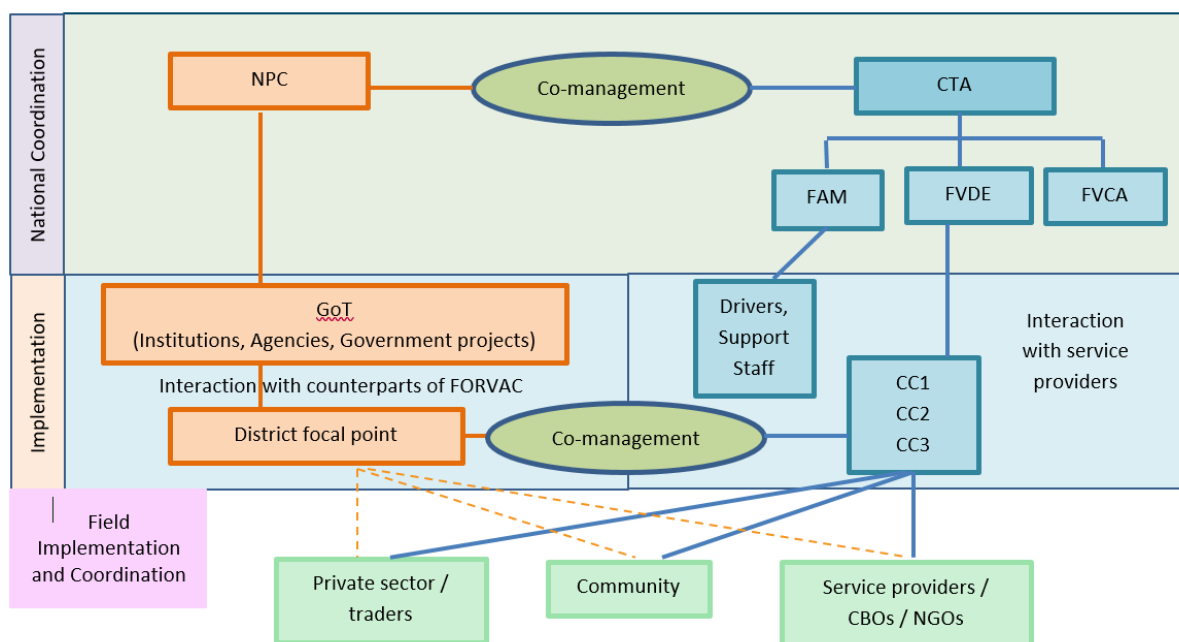
3.3.1 Internal communication

This section defines “Internal communication” and provides a guide on how it will work.

- The internal category comprises the “doers”
 - All programme staff, contractors, (including advisory personnel), steering committee members and members of district facilitation teams
 - They do not, however, form a homogeneous group. Each has to be targeted in their most appropriate way.
- Internal communication refers to
 - Information shared internally that specifically addresses an understanding of the programme structure (not ordinary reporting of work activities unrelated to communications);
 - information that contributes to the image of the programme;
 - information that guides the handling of sensitive information
- The process to achieve internal communication objectives includes:
 - Guidelines on who is responsible for what in generating or disseminating information
 - A hierarchical structure on how information flows. This creates control and credibility.
 - The choice of medium to use in disseminating information internally e.g. emails, WhatsApp, website, text messaging, meetings, memos, etc. – the best is one that can fit into ordinary organisational routine.

¹ https://um.fi/documents/35732/48132/human_rights_based_approach_in_finlands_development_cooperation_guidance

FORVAC Organisational Chart



This diagram describes the information flows, funding and coordination at each level. At the national level the Chief Technical adviser (CTA) and the National Programme Coordinator (NPC) co-manage and plan together. The NPC has a direct responsibility to inform and coordinate the Government of Tanzania authorities at each level. The CTA has direct responsibility for the Technical Assistance (TA) team and coordination with service providers at national level. At district level the Cluster Coordinators work with District Focal Persons to plan and coordinate activities at district and community level. This will include communication and extension activities, and monitoring of results.

3.3.2 External communication

External communication relates to contact between the project and project beneficiaries, and interested parties.

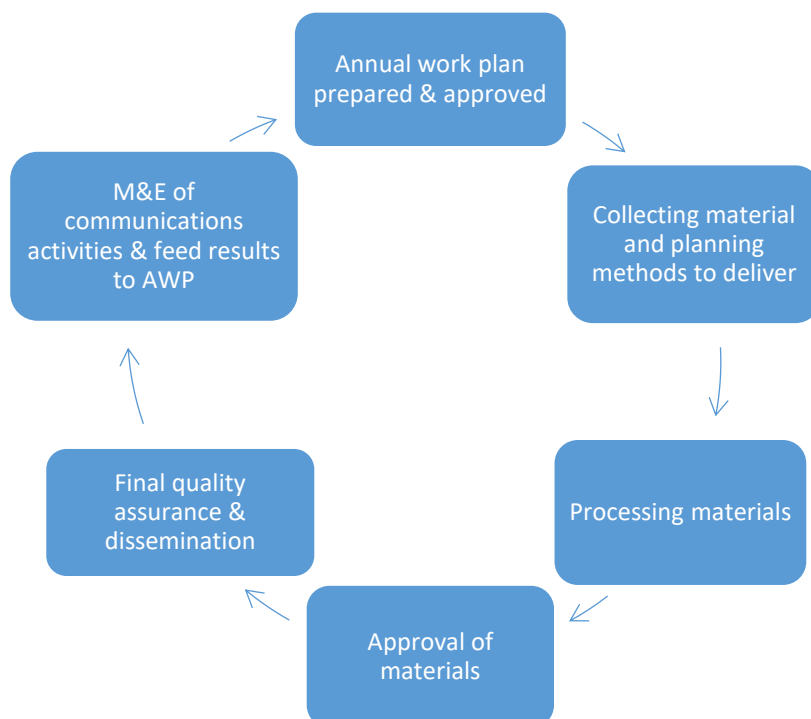
- The external category comprises those who carry out activities as a direct result of FORVAC's intervention without being an integral part of FORVAC's project management team. It also involves a broader range of stakeholders who may have interest in the work.
 - Private sector players
 - Service providers
 - Non-governmental organisations
 - Other programmes and projects coordinating with FORVAC
 - Development partners
 - Universities, researchers
 - National publics
- External communication refers to
 - End of line messaging (message to a destination) to inform, educate or make aware of FORVAC's activities and objectives
 - Feedback in external communication may be unstructured and spontaneous because there is no control of the message once it has reached its destination.
- Processes for implementing external communication include
 - Clear recognition of the person within the programme responsible for transmitting the message
 - Ensuring that the message reaches the intended recipient with clarity, and that the message is received as intended

- Most appropriate channel and time for the emission of the message
- A good understanding of the needs of the recipient, to enable a fairly safe assumption that the target will receive the message and understand it as intended

4. IMPLEMENTATION

4.1 IMPLEMENTATION FLOW

- The Annual Work Plan will be prepared and approved in the Supervisory Board each year.
- On a practical level, FORVAC will then prepare materials, discuss them internally within the programme co-management, and disseminate them
- Staff of FORVAC at different levels may be involved in the preparation of communications, although it is under the supervision of the CTA and NPC.
- There is a regional (cluster) coordinator, employed by FORVAC, working closely with the districts included in the cluster
- At district level, the Cluster Coordinator will work with a district focal person (potentially the District Executive Director (DED) or the District Forestry Officer (DFO).
 - There is a District Facilitation Team, including the DFO, the District Planning Officer and the District Community Development Officer (to ensure consideration of gender, social inclusion and human rights).
- The Cluster coordinator will plan communication activities together with the District Facilitation Team, Service providers, CBOs/NGOs, etc. and reimburse the associated costs.
- This structure is useful for facilitating the communication of messages down to village level
- The district focal person can also pass information from lower levels up to the programme



4.2 PROCEDURE FOR HANDLING SOURCE MATERIAL

The programme generates a lot of data in terms of baseline studies, analyses and reports. This material could be generated at all levels in the coordination and implementation stages. Substantial amounts

of data and other relevant information is available from other parties and could be relevant as source material for FORVAC.

The procedure for handling source material described here pertains to external communication. Programme managers may use their discretion to selectively use this process for internal communication.

4.2.1 Collection of material

- Identify the target audience for the material
- Determine the amount of information that will be relevant to the target
- Determine the timeline and channel to deliver the information

4.2.2 Processing of material

The material is rendered into a format most compatible with the target and the channel to be used for dissemination.

- This could include putting salient elements of the message into summaries, presentations, leaflets, posters, etc.
- The way material is rendered is also relative to the communication channel (medium) to be used when dissemination takes place.
- Processing also includes editorial work such as translation and proofreading.

4.2.3 Approval of productions

- Ensure that the material is appropriate and correct. FORVAC must ensure that correct and truthful content is produced, as well as foster credibility for the programme.
- This process is a sensitive and important one with accountability ramifications and should for cost purposes, involve the final draft stage of production.
 - The CTA, working with the Technical Advisors, possible junior experts, consultants or contractors, has overall responsibility for approving productions. The co-management structure will enable the NPC, working with delegates, to support the CTA in making approvals.
 - The approval process checks for editorial correctness, mandate and policy conformity, relevance and timeliness and cultural and social appropriateness.
 - Relevance and timeliness, as well as physical properties such as the deterioration of textiles, colour, etc.
 - Mandate and policy conformity includes, any conditions laid out below in Compliance with Funder Requirements.
 - Where the materials are produced outside of the National Coordination Unit, they should be shared with the CTA and NPC, who will check them and approve them. The transmission could be electronic.
 - Where the materials are produced within the National Coordination Unit, they can be checked in person or via email.
 - Email approval from the CTA and/or NPC clears the production for final processing ready for dissemination.
- A variation of this approval process may be used for productions shared by stakeholders or outside entities as described below in Content Sharing.

4.2.4 Dissemination of productions

- For cost effectiveness and maximum impact, creation of dissemination channels needs thought in order to avoid waste. This is particularly important when productions are in bulk, such as paper or textile. Suggestions are provided in Annex 1 and 2.
- FORVAC will contract external printers as needed for physical printing, or media channels, as required.

- Adherence to planned timelines for dissemination of productions through appropriately planned channels helps to reach desired impact.

4.3 CONTENT SHARING

- There are many organisations with activities that match with FORVAC's mandate. They may produce communication or extension content that supports, supplements or otherwise advances the interests and mandate of FORVAC. Effort should be made to share content where possible.
- Apart from the positive elements listed here, a willingness to share this content increases visibility for parties involved, strengthens positive resolve in pushing various agenda. As such it is recommended that the programme looks out for sharing opportunities.
- Most sharing can be done via website links, workshops, printed extension material, audio-visual productions and even piggy-backing events and/or activities.
- Care has to be taken for news items, with one of the deciding factors for taking in such items being that the content is similar to what FORVAC would have produced had it had the chance.
- An approval process has to be in place, physically signed off by the CTA, for such sharing to take place and it should be on a case-by-case basis. The signed document can be scanned for transmission or storage.

4.4 BRANDING

Branding is an important part of visibility. It aims to create bonding between outsiders and the programme, and to improve recognition of FORVAC and its messages, along with recognition of the funders.

4.4.1 Programme Logo

The FORVAC logo must be prominently attached, along with the logos of the Government of Tanzania and Finland to business cards, website, all published documents and reports, programme information sheets and briefs, etc. It will be placed on vehicles and equipment purchased by the programme.

4.4.2 Wearable items

T-shirts and caps with the programme logo, khangas with programme information and logo – need to consider choices of men and women, messages (e.g. slogans, logos or even information, such as key steps of the value chain)

4.4.3 Corporate style

A style guide will be prepared by a graphic designer and attached as an Annex when available. (Annex 4).

4.4.4 Information kits

- Branded envelope folder containing publicity material like brochures, leaflets and current information like press statements or press releases.
- Decide on the font and layout to be used for written materials, reports, etc. (style guide)

4.5 MESSAGING

Specific messages are harder to define until the annual work planning stage

4.5.1 Mechanism for generating messages

- The mechanism for generating the messages will be within the Annual Work Plan the general messages (both overall programme and as part of individual activities) will be defined and approved by the Supervisory Board. This can be assumed to be the pre-approval point for Finland (and if included, for the EU).

- It is important to develop messages that will build trust and rapport between the different actors in the value chain, and encourage participation.
- As necessary, activities and messages may be tweaked at local level to suit a particular message and audiences

4.5.2 Examples of possible topics

The overall FORVAC slogan could be – **Misitu uhai wetu – FORVAC**

- Can be used as a call and response in communities as well – “Misitu” and response is “Uhai wetu”

In addition, the following messages:

- many voices, common understanding, joint efforts – Sauti mbali mbali, maelewano, juhudi za pamoja (more matter of fact) ---
- Sauti mbali mbali, maelewano ya pamoja, juhudi za pamoja (more a catchy slogan)

Other targeted messages might include –

- Community – “In order to have money in your pocket in the long term you need to sustainably manage your forest”; or “The private sector is essential – it is the friend of the forest community, not your enemy”; or “The district council and staff (eg. DFO and district trade officers) are there to support you and find a common ground”
- Private sector – “In order to have a successful business in 5 years time, develop good working relationships with you sellers and buyers now”
- Local government – “To get votes, revenue and to develop your district/region, you need to establish an enabling environment for sustainable forest management”
- TFS, including checkpoints – “Sustainable revenue is only achievable with a fair playing field”
- National Government (FBD) – “The government provides checks and balances, but the motor comes from the private sector”

A description of the anticipated channels and materials is provided in Annex 1.

5. COMPLIANCE WITH FUNDER REQUIREMENTS

5.1 GOVERNMENT OF TANZANIA

As FORVAC is a bilateral programme, it is assumed that once approved by the Supervisory Board, the annual progress reports and work plans can be uploaded to the website. In addition, as the National Programme Coordinator is a member of the programme team, he will update the Government on programme activities and plans.



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There are three legal instruments that may have some relevance for FORVAC. They are the:

- Access to Information Act
- Statistics Act
- Media Services Act

The Access to Information Act (2015) means that a Government official must provide information to FORVAC, providing it isn't restricted information. Naturally the programme should take care to avoid publishing sensitive information. The Statistics Act (2015) says that permission is needed to collect any statistics – but as FORVAC is a bilateral programme working closely with the Government, it is

permissible to collect data (such as baseline and monitoring data) so long as it doesn't contradict the relevant authority. The Media Services Act (2016) controls the publishing of information by the media – but could also touch on FORVAC activities.

The Tanzanian Information Services Department reports that the main issues for FORVAC are:

- Any newsletters produced by the programme should not be printed, unless it is a one-off case, but can be published on the programme website. If they are printed, registration is required.
- The programme cannot produce a blog, unless it registers as a provider annually – but information updates can be put on the website
- Any filming should be approved in principle by the TFS/FBD/MNRT (NPC responsible for obtaining authorisation)
- The programme can follow its own communication and visibility procedures – it should only ensure that the messages are not in contradiction with those of the Government
- The basic proviso is that the content should not infringe the rights of anyone, offend anyone or damage the country's security

In addition, the Tanzanian Forestry Service provides communication and extension services. FORVAC can share the link for its website and also provide information for posting by TFS, and vice versa.

5.2 MINISTRY FOR FOREIGN AFFAIRS OF FINLAND

The MFA does not have specific communication guidelines for programmes or projects financed with Finnish funds. The main consideration is that any communications or visibility materials should reflect the values of Finland, and the programme, and not risk the reputation or country brand. It is also important that the programme does not act, or give the impression that it has the authority to act as a representative of the MFA. The reports, and any communication materials, as well as programme vehicles, equipment, notice boards, etc. should acknowledge that FORVAC has been implemented with the financial contribution of the MFA and within the framework of Finnish development cooperation (and appropriate use of the MFA logo). The Project should also provide information, at the request of the MFA, for use at its discretion for public information and dissemination.



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5.3 EUROPEAN UNION

There is some chance that further funding will come from the EU for FORVAC, via a delegated funding arrangement. This is unlikely to come on line until 2020, but if and when it does, it will be necessary to comply with the EU Visibility requirements (Communication and Visibility in EU-financed external actions: Requirements for implementing partners (Projects), January 2018).

The most critical issues are the use of the EU emblem (the flag), and addition of the official disclaimer statements. For instance, any signboards, vehicles or other equipment should bear the EU emblem and the phrase 'Provided with the financial support of the European Union' in English and in Swahili.



It will be important that the rules are clarified prior to the start of the funding, given that this is a slightly different situation than a directly funded project. For instance, in EU projects, the guidelines state that audio programmes or videos prepared by the project must be approved prior to their screening or distribution. Materials such as newsletters or briefs on the website should be approved by the EU first. The Embassy of Finland should clarify with the EU Delegation what level of involvement they require in practice.

If and when the funding is provided, the project should adjust letterhead to include the logo. In addition, EU emblem stickers should be printed to add to pre-existing noticeboards, equipment, handouts, etc. The vehicles will require new stickers, including all the financiers.

6. IMPACT ASSESSMENT OF COMMUNICATIONS AND VISIBILITY

6.1 MONITORING

- Monitoring activities will mainly benefit the extension work of FORVAC. However, the effectiveness of channels of communication can also be monitored when communication elements are embedded in activities starting from the planning stages.
- Determining the effectiveness of communication channels will be evident from the impact of extension activities. Assessments can identify whether the way messages were transmitted or the way they were received and utilised were the reasons for successes or failures.
- Findings of monitoring can be used to determine progress while activities are still underway, and make a judgement whether results are aligned with objectives or expectations, making adjustments or other interventions as needed.

6.2 EVALUATION

Normal activity-level or project evaluation usually relies on baselines information (on the status at the start of project or activity implementation); and measures any changes from that point using pre-established indicators.

Assessment is to be done on:

- The effectiveness and efficiency of matching communication channels to each target
 - How completely and comfortably implementers were able to deliver messages?
 - Was this the right channel of communication to use?
 - Can it be ascertained that targets had received messages?
- The power of messages to effect change
 - How completely was knowledge retained – could they recall information some time afterwards?
 - How did the targets utilise the knowledge received?
- FORVAC should record any mitigation steps on failed channels or messages – whether it is possible to use the method or message still with some adjustments, or whether it should be dropped.

Results of the evaluation should be fed back into Annual Reports and the next Annual Work Plan, to improve implementation.

ANNEXES

ANNEX 1

FORESTRY AND VALUE CHAINS DEVELOPMENT (FORVAC)

MRADI WA BIASHARA ENDELEVU YA MAZAO YA MISITU – MISITU UHAI WETU

**Target audiences, their characteristics, their messages,
their most appropriate communication channels,
benefits of those channels and ways of handling them.**

INTRODUCTION

COMMUNICATION CHANNELS

The following table contains a list of target audiences and channels of communication most appropriate in engaging with them. For the most part the channels are used to reach the target. However, when it comes to programme personnel or programme contractors or service providers, reaching those targets (or internal communication) is only a small part. Their most appropriate channels mainly play a part in creating project visibility or public relations. The channels determined to be most appropriate for the audiences listed in here are:

1. Community radio.
2. Community theatre and Facilitated discussion activities.
3. Social media, which includes Sharing i.e. FB, Instagram, Twitter and DMs i.e. WhatsApp, Messenger.
4. Video.
5. Leaflets/ brochures.
6. Posters.
7. Meetings, workshops, seminars.
8. Sign boards, visual demarcations.
9. Website.
10. National television.
11. National newspapers.
12. Media events – mainly news conferences, but also things like inaugurations in which media involvement is prime.
13. Exhibitions and
14. Email.

Voice telephones, although one of the most important and widely used communication channels does not feature in this plan because of its inability, in normal use, to keep a record of the content communicated. Technically, on a micro level, there are other additional channels, which in this Plan have been relegated to important aides that augment other channels. These are:

1. Technical reports.
2. Presentations.
3. Press statements, press releases and newsletters.
4. Information packs, and
5. Speeches.

Simultaneous mixing of channels is a strategy for greater effectiveness, as are things like reciprocal sharing or piggy-backing channels by external entities who might have activities similar or supportive of those being undertaken by the programme.

In this plan, dialogue is not a channel, but an outcome of some of the channels, such as facilitated discussion, meetings, and debates on TV.

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

SUMMARY OF TARGET AUDIENCES AND THEIR COMMUNICATION CHANNELS

	Community radio	National TV	National newspapers	Community theatre, facilitated	Meetings, seminars	Social media /Direct Messaging	Videos	Leaflets/Brochures	Posters	E-mail	Exhibitions	Media events	Website	Sign boarding
Villagers general														
Villagers – youth														
Villagers – women														
MDA and LGA personnel at district and regional levels														
Traders														
National Government stakeholders														
Researchers, consultants and contractors														
Donors														
General public in Tanzania														
General public in Finland and elsewhere														
Media														
Internal FORVAC personnel														
Service providers														

TARGETS AND CHANNELS**VILLAGERS – GENERAL**

Characteristics of the target	<ul style="list-style-type: none"> • This is a heterogeneous group. • Requires non-technical communication. • This is a Swahili speaking audience.
Considerations to help success	<ul style="list-style-type: none"> • Identifying opinion makers within villages can help in villagers capturing messages and having opinions and decision-making. • Additional convincing needed for interventions that may have failed in the past.

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

VILLAGERS – GENERAL

	<ul style="list-style-type: none"> When dealing with this group in physical contact situations, attention must be paid to local customs, such as the norm of keeping men and women separate in public settings, which in some areas may include workshops and seminars. 	
General message for the target	<i>Tuupange msitu tuufaidi – Plan (for) the forest and reap the benefits.</i> <i>Misitu uhai wetu – FORVAC</i>	
Communication channels for the group	General effect of channel on target	Handling and outcomes
Community radio	<ul style="list-style-type: none"> A recognized and authoritative information source 	<ul style="list-style-type: none"> Provides heterogeneous messaging. Can benefit by providing general village-level messages but with a bent towards opinion makers. Can be more trusted and able to deliver messages that can be acted upon. Unfortunately a transient medium only made effective with numerous repeats.
Community theatre, Facilitated discussion activities	<ul style="list-style-type: none"> Facilitated discussions provide opportunities to bring out existing situations or perceptions. 	<ul style="list-style-type: none"> Lively discussion could lead to a volunteer group willing to role play issues. Role playing would have to be well planned and produced. A challenging situation is played out followed by discussions or further role playing to find solutions within their orbit. Role playing and facilitated discussions are good tool for observations by programme implementers. Performances should be filmed for later motivation and self-analysis of participants.
Social media Sharing i.e. FB, Instagram, Twitter DMs i.e. WhatsApp, Messenger	<ul style="list-style-type: none"> Individual interactivity and the secondary spreading of messages. 	<ul style="list-style-type: none"> At the mercy of network providers – connectivity and pricing issues. Can get feedback. If opinion makers are identified, they can be coached to introduce topics on challenges and opportunities. Sharing apps like Facebook and Instagram, while powerful in their own right, can also help to point target to website.
Video	<ul style="list-style-type: none"> Visual demonstrations. Short extension films to show at community level. 	<ul style="list-style-type: none"> Very versatile medium. Can provide teaching and entertainment aimed at knowledge dissemination. Audience has full attention. The best way is to touch on the environment of the audience. Can be distributed for personal, continued viewing or sharing. More expensive than some other media
Leaflets/ brochures	<ul style="list-style-type: none"> Handy, summarized visuals. 	<ul style="list-style-type: none"> This channel is challenged by levels of illiteracy existing in villages and the tendency of even those who are literate not to read.

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

VILLAGERS – GENERAL

		<ul style="list-style-type: none"> • A first topic that can benefit from this communication channel would be human rights issues (HRBA). • Best to be disseminated to focus groups within villages. • Can be printed as needed, with specific messages for the location or topic – very versatile
Posters	<ul style="list-style-type: none"> • Pictorial messages on processes or situations. 	<ul style="list-style-type: none"> • Among the best communication channel to a limited audience. • Size makes them memorable and their continued presence in the face means they can't be ignored.
Meetings, workshops, seminars	<ul style="list-style-type: none"> • Provides among the best opportunities for participatory involvement/inclusion and is great for dialogue. 	<ul style="list-style-type: none"> • Needs control to stay on rail, but effective in directly answering community questions. • Can provide valuable feedback to program implementers. • This channel can also effectively incorporate other communication channels like presentations and video.
Sign boards, visual demarcations	<ul style="list-style-type: none"> • Communicating instruction. 	<ul style="list-style-type: none"> • Channel for putting everyone on the same page. • Usually under-implemented because of assumptions that all locals know the situation or newcomers can ask. • Eliminates situations where one may not know to ask. • Usually villages should have a signboard, but this may be something the programme can subsidise if not available
Website	<ul style="list-style-type: none"> • Publicly and continuously accessible. 	<ul style="list-style-type: none"> • Portal for a large variety of information including regulations and coaching to comply with regulations. • Multi-media platform to provide cluster or local-level exposure to motivate villagers through either viewing their own activities or activities they can directly relate to. • Villagers may not have much access to the website, due to limited computers, smart phone access. • There must be Swahili language pages/content for this target audience.
Study tours	<ul style="list-style-type: none"> • Motivational on-site demonstrations particularly on land use planning 	<ul style="list-style-type: none"> • For select group of villagers (opinion makers, influential individuals, decision makers, women leaders) and ward leaders (councillors). • More effective in latter periods of the programme when exemplary sites exist. • As a channel, it is most effective as an extension tool since it contributes towards learning. • More expensive – and need to consider how women can be supported to participate

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

VILLAGERS – YOUTH

Characteristics of the target	<ul style="list-style-type: none"> • Comprises people between the ages of 16 – 25 – including pregnant girls. • Impatient for advancement. • Enjoy physical activity. • Benefit from being instilled with a sense of responsibility and decision-making. • Non-technical communication is preferable. • Is a Swahili speaking audience. 	
Considerations to help success	<ul style="list-style-type: none"> • Create focal groups. • Target detractors and pessimists. • Additional convincing needed for interventions that may have failed in the past. 	
General message for the target	<p><i>Kizazi chetu matumaini ya misitu na vizazi vyote – Our generation is the hope of the forest and all other generations.</i></p> <p><i>Misitu uhai wetu – FORVAC</i></p>	
Communication channels for the group	General effect of channel on target	Handling and outcomes
Community radio	A source of local information and entertainment that helps them get around.	<ul style="list-style-type: none"> • Limited in terms of random extension messages. • It is a transient medium that only works with this target audience if the messages are known to come at regular periods. • Most effective if certain productions are targeted to directly and regularly impact on this group.
Social media Sharing i.e. FB, Instagram, Twitter DMs i.e. WhatsApp, Messenger	Individual interactivity and the secondary spreading of messages.	<ul style="list-style-type: none"> • At the mercy of network providers – connectivity and pricing issues. • Sharing of visuals that impact on their lives i.e. something that involves them or they can relate to. • Generate tailored convincing messages for detractors or pessimists within the target group. • Particularly interesting for youth, if they have access to smart phones
Video	Visual demonstrations. Short extension films to show at community level.	<ul style="list-style-type: none"> • Very versatile medium. Can provide teaching and entertainment aimed at knowledge dissemination. • Audience has full attention. • The best way is to touch on the both the physical and social environment affecting the audience and help generate business ideas. • Can be distributed for personal, continued viewing or sharing. • More expensive than some other media. • Participatory video, where groups are shown how to take video and edit it, then are encouraged to produce their own videos, is a useful tool to gather beneficiary feedback

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

VILLAGERS – YOUTH

Website	<ul style="list-style-type: none"> Publicly and continuously accessible. 	<ul style="list-style-type: none"> Portal for a large variety of information including regulations and coaching to comply with regulations. Multi-media platform to provide cluster or local-level exposure to motivate villagers through either viewing their own activities or activities they can directly relate to. There must be Swahili language pages/content for this target audience.
Posters	Pictorial messages on processes or situations.	<ul style="list-style-type: none"> Among the best communication channel to a limited audience. Size makes them memorable and their continued presence in the face means they can't be ignored.
Meetings, workshops, seminars	Provides among the best opportunities for participatory involvement/ inclusion and is great for dialogue.	<ul style="list-style-type: none"> Channel works best as a training forum as opposed to awareness raising or decision making. This channel can also effectively incorporate other communication channels/aides like presentations, leaflets and video.

VILLAGERS – WOMEN

Characteristics of the target	<ul style="list-style-type: none"> Can be the most homogeneous group in a village. Disadvantaged group, possibly composed of single parents, main family earners, widows, culturally undermined, individuals who may lack decision-making ability in the household or community. Family burdens tend to make this group think of any way forward as depending on finance and time available, rather than planning. Requires non-technical communication. Is mainly a Swahili speaking audience (though older members may prefer local vernacular for full participation).
Considerations to help success	<ul style="list-style-type: none"> Identifying women who command respect amongst women and can be opinion makers or influence decision making at village level or higher. Look out for any tendency to stratify women in a village. Not entirely bad unless that stratifying is discriminatory or against the less socially acceptable, like young unwed mothers. Additional convincing needed for interventions that may have failed in the past especially on financing.
General message for the target	<p><i>Msitu ni uhai wetu wanawake. Tusaidieni kuusaidia utusaide</i> – The forest is the livelihood for us women. Help us to help it support us.</p> <p><i>Misitu uhai wetu – FORVAC</i></p>

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

Annex 1. Targets channels messages and handling.docx

Communication channels for the group	General effect of channel on target	Handling and outcomes
Community radio	<ul style="list-style-type: none"> Mainly a source of local information, entertainment and social issues concerning women. 	<ul style="list-style-type: none"> Use of success stories that local women can directly relate to. Sustained and regularly repeated entrepreneurship messages can target women.
Community theatre Facilitated discussion activities	<ul style="list-style-type: none"> Provides opportunity to portray existing situations or perceptions. 	<ul style="list-style-type: none"> Facilitated discussion on their situation and solving of “hypothetical” problems related to their everyday situations. A good tool for observations by programme implementers. Any performance that may arise from a lively and frank discussion should be filmed for later motivation and self-analysis of participants.
Social media Sharing i.e. FB, Instagram, Twitter DMs i.e WhatsApp, Messenger	<ul style="list-style-type: none"> Individual interactivity and the secondary spreading of messages. 	<ul style="list-style-type: none"> Usually only women who already have something going in terms of income generating activity will have smartphones. Women tend to share a lot, so the spread of messages that touch on their lives could be fairly widespread. For this channel to succeed, there will need to be a social media activator among service providers.
Videos	<ul style="list-style-type: none"> Visual demonstrations. Short extension films to show at community level. 	<ul style="list-style-type: none"> Audience has full attention. Success stories or testimonials on project related interventions. While good for extension work, videos can be utilized as germinators of income generating ideas. Can be distributed for personal, continued viewing or sharing. More expensive than some other media. Participatory video, where groups are shown how to take video and edit it, then are encouraged to produce their own videos, is a useful tool to gather beneficiary feedback
Posters	<ul style="list-style-type: none"> Pictorial messages on processes or situations. Minimise the text. Use cartoons or photos. 	<ul style="list-style-type: none"> Among the best communication channel to a limited audience. Size makes them memorable and their continued presence in the face means they can't be ignored.
Meetings, workshops, seminars	<ul style="list-style-type: none"> Provides among the best opportunities for participatory involvement/ inclusion and is great for dialogue. 	<ul style="list-style-type: none"> Workshops on entrepreneurship. Can be spiced with other channels like facilitated discussions leading to testimonials and problem sharing and resolution.
Study tours	<ul style="list-style-type: none"> Motivational on-site demonstrations particularly on business methodologies. 	<ul style="list-style-type: none"> For groups of women involved in similar activities. More effective in latter periods of the programme when there exist more advanced women business groups elsewhere in the clusters.

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

Annex 1. Targets channels messages and handling.docx

	<ul style="list-style-type: none"> • Also good if there are demonstration sites or entrepreneurial training. 	<ul style="list-style-type: none"> • As a channel, it is most effective as an extension tool since it contributes towards learning. • Need to consider what supports would be needed to permit women to travel (for instance, allowing them to bring babies, getting whole family involved in domestic tasks at home).
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MDA AND LGA PERSONNEL AT DISTRICT AND REGIONAL LEVELS

Characteristics of the target	<ul style="list-style-type: none"> • Personnel from central government ministries, departments and agencies (MDAs). • Personnel representing local government authorities (LGAs). • Committed to existing bureaucratic and hierarchical structures. • Representatives of regulatory and policy-making authorities. • Can receive technical communication. • Can work in mixtures of English and Swahili – mainly Swahili. 	
Considerations to help success	<ul style="list-style-type: none"> • Do not take them for granted. Identify and cultivate those who will be needed for making or aiding in decision-making or facilitating programme implementation. • Identify those who regularly need to be apprised and those who need to know at some time by virtue of their positions. 	
General message for the target	<p><i>Maendeleo kutokana na uhifadhi na uendelevu wa misitu – Development through forest conservation and sustainability.</i></p> <p><i>Misitu uhai wetu – FORVAC</i></p>	
Communication channels for the group	General effect of channel on target	Handling and outcomes
Community radios	<ul style="list-style-type: none"> • A channel for target group reaching local communities. • Best for feature documentaries. 	<ul style="list-style-type: none"> • Good for general knowledge and local information. • Most handy for special programmes (documentary and feature programs) about project activities. • Can be used to promote forest products marketing groups, which if successful, could give back to the radios in the form of paid advertisements.
Social media Sharing i.e. FB, Instagram, Twitter DMs i.e WhatsApp, Messenger	<ul style="list-style-type: none"> • Individual interactivity and the secondary spreading of messages. • Keeping everyone apprised of developments. • Fast spreading of informal directives for mitigations. 	<ul style="list-style-type: none"> • Create groups at all <i>implementation levels</i> – not involving those who are contacted on a need to know basis. • Communication should be mainly through DMs – WhatsApp is the application of choice. Facebook Messenger can also be used. • Strict control to allow only messages relevant to the project and avoid political promotions or rhetoric.
E-mails	<ul style="list-style-type: none"> • Fastest most efficient written communication. • Also a transmission medium for other digital aides. 	<ul style="list-style-type: none"> • If group e-mails or mailing lists are employed, care must be taken not to spam i.e. overloading recipients with promotional material or news and information that is not official communication.

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

MDA AND LGA PERSONNEL AT DISTRICT AND REGIONAL LEVELS

		<ul style="list-style-type: none"> • Attention should be paid to make sure everyone involved in this communication channel has a reliable e-mail and regularly accesses it.
Website	<ul style="list-style-type: none"> • Publicly and continuously accessible. • Repository of studies and factual evidence for advocacy and reform. 	<ul style="list-style-type: none"> • Portal for a large variety of information including regulations and coaching to comply with regulations. • Repository for any level of retrievable information relevant to the programme and of interest to the group.
Video	<ul style="list-style-type: none"> • Video audits – short videos that inform of project progress or project issues and situations. 	<ul style="list-style-type: none"> • Can be used in conjunction with meetings, workshops. Will help orientate all personnel on the general programme wide situation. • Can be distributed for personal, continued viewing or sharing. • More expensive than some other media.
National television	<ul style="list-style-type: none"> • Dissemination of programme information. • Creating national visibility. • A public relations tool. 	<ul style="list-style-type: none"> • Utilized by this group as an output tool – for disseminating policy information. • An important channel for any media events, e.g. press conferences. • Needs planned engagement and controlled output (manipulation) for maximum advantage. Do not leave everything to the television reporters to decide on what to cover. • Quite expensive
National newspapers	<ul style="list-style-type: none"> • Reduced readability, but most advantages because newspapers are covered by other media. • Most reliable for news coverage rather than features (of which community radios are best). • Most quoted medium in social media reposts. 	<ul style="list-style-type: none"> • Best for dissemination of government sponsored policy issues because they are then quoted by other media. • Great media for stimulating national debate on policies affecting sustainable exploitation of forest products. • Like television, needs planned engagement and controlled output (manipulation) for maximum advantage. Do not leave everything to reporters to decide on what to cover.
Meetings, workshops, seminars	<ul style="list-style-type: none"> • Implementation planning and inclusive problem solving. • Administrative decision making (districts) • Information (regional) • Programme appraisal. 	<ul style="list-style-type: none"> • Strict preparation with agendas and timetables essential for effective use of this channel for this group. • Can be used to test mitigation/intervention actions to challenges. • Can provide valuable feedback on programme implementation. • This channel can also effectively incorporate communication aides and channels like presentations,

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

MDA AND LGA PERSONNEL AT DISTRICT AND REGIONAL LEVELS

		technical reports, speeches, facilitated discussions and video.
Exhibitions	<ul style="list-style-type: none"> • A visibility, public relations and promotional tool. 	<ul style="list-style-type: none"> • Has two-way benefit for this group, participating as exhibitors to showcase government efforts towards various ends or as spectators to witness what has been done within their area of jurisdiction.
Sign boarding	<ul style="list-style-type: none"> • A control and compliance tool. 	<ul style="list-style-type: none"> • Used by the group to ensure easy compliance with directions or demarcations. Available in government offices.
Press statements, press releases and newsletters	<ul style="list-style-type: none"> • Not a major communication channel, but newsletters relevant for this target audience. • Newsletters as a periodic updating of programme progress and happenings. • Summaries of reports, news or policies. 	<ul style="list-style-type: none"> • Ability to summarize many things such as reports, news or policy directions for government leaders. • Newsletters are generally of limited efficiency in Tanzania, but put in a website can provide almost chronological indexes (indices) or catalogues for authorities to pull for quick reference. • Under current government rules, these shouldn't be printed and distributed as the Programme will then require registration as a media provider.

NATIONAL GOVERNMENT STAKEHOLDERS

Characteristics of the target	<ul style="list-style-type: none"> • Personnel from national level government ministries, departments and agencies (MDAs). • Committed to existing bureaucratic and hierarchical structures. • Sectoral policy makers and regulators. • Can receive technical communication. • Ultimate target for programmes regulatory and legal framework reforms. • Can work in mixtures of English and Swahili.
Considerations to help success	<ul style="list-style-type: none"> • Dialogue access to this group should be through parties that represent FORVAC to MDA as opposed to MDA representatives in FORVAC. • Differentiate between sectors directly involved with FORVAC's mandate from sectors not so directly related who can be treated on a "need to know" basis virtue of their positions.
General message for the target	<p><i>Majadiliano na mashauriano, chachu ya utatuzi wa vikwazo kwenye ustawi wa uchumi</i> – Dialogue and consultations are the stimulus for removing barriers to economic growth.</p> <p><i>Misitu uhai wetu – FORVAC</i></p>

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

Annex 1. Targets channels messages and handling.docx

Communication channels for the group	General effect of channel on target	Handling and outcomes
E-mails	<ul style="list-style-type: none"> • Fastest most efficient written communication. • Also a transmission medium for other digital aides. 	<ul style="list-style-type: none"> • No group e-mails. • Contact between target group only through recognized representative of FORVAC.
Website	<ul style="list-style-type: none"> • Publicly and continuously accessible. • Repository of studies and factual evidence for advocacy and reform. 	<ul style="list-style-type: none"> • Portal for a large variety of information including regulations and coaching to comply with regulations. • Repository for any level of retrievable information relevant to the programme and of interest to the group.
National television	<ul style="list-style-type: none"> • Source of news and information. • Platform for dialogue. 	<ul style="list-style-type: none"> • Utilized by this group as an output tool – for disseminating policy information. • A novel platform for dialogue. Through this channel, dialogue is aimed at other target audiences with administrative or policy messages. • As a news and information source this target audience has the same characteristics as the general public. Will not normally act on television news stories. • Quite expensive
National newspapers	<ul style="list-style-type: none"> • Apart from news, newspapers also carry opinions which may be noted by this group. • Rarely will this group act on media reports unless secondary contact is made through recognized administrative channels. 	<ul style="list-style-type: none"> • Best for dissemination of government sponsored policy issues because they are then quoted by other media. • Great media for stimulating national debate on policies affecting sustainable exploitation of forest products. • Reaction from this group may not be evident as a result of an issue being published. There must be secondary follow-up. • Like television, needs planned engagement and controlled output (manipulation) for maximum advantage. Do not leave everything to reporters to decide on what to cover.
Meetings, workshops, seminars	<ul style="list-style-type: none"> • Possibilities of dialogue. • Administrative decision making and official record of involvement. • Programme appraisal. 	<ul style="list-style-type: none"> • Strict preparation with agendas and timetables essential for effective use of this channel for this group. • Channel is a reporting tool and a means of presenting facts and arguments. • This channel can also effectively incorporate communication aides and channels like presentations, technical reports, speeches, facilitated discussions and video.
Technical reports	<ul style="list-style-type: none"> • Required channel to enable periodic progress or implementation reports, though not a fully-fledged channel under this plan. 	<ul style="list-style-type: none"> • Correctly structured, timely reports.

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

DONORS

Characteristics of the target	<ul style="list-style-type: none"> • Governmental foreign entity. • Requires recognition, accountability and periodic apprising. • Demands good governance, best practice and respect for human rights. • Ultimate target for programmes regulatory and legal framework reforms. • Can work in mixtures of English and Swahili, though English is preferred. • For Finland, Finnish language is preferred. 	
Considerations to help success	<ul style="list-style-type: none"> • Understanding and adhering to good conduct guidelines provided by the donor. • Create a consulting culture that will not strain either party. 	
General message for the target	<p><i>Misaada ya maendeleo ya kuwezesha watu kujikwamua kimapato</i> – Development assistance for bootstrap income generation.</p> <p><i>Misitu uhai wetu</i> – FORVAC</p>	
Communication channels for the group	General effect of channel on target	Handling and outcomes
Meetings, workshops, seminars	<ul style="list-style-type: none"> • Programme appraisal. • Expounding of reports, studies, etc. related to programme progress. 	<ul style="list-style-type: none"> • Strict preparation with agendas essential for effective use of this channel for this group. • Channel is a reporting tool and a means of presenting facts and arguments. • This channel can also effectively incorporate communication aides and channels like presentations, technical reports.
E-mails	<ul style="list-style-type: none"> • Fastest most efficient written communication. • Also a transmission medium for other digital aides. 	<ul style="list-style-type: none"> • No group e-mails. • Contact between target group only through recognized representative of FORVAC.
Website / Facebook	<ul style="list-style-type: none"> • Publicly and continuously accessible. • Repository of studies and factual evidence for advocacy and reform. 	<ul style="list-style-type: none"> • Portal for a large variety of information including regulations and coaching to comply with regulations. • Repository for any level of retrievable information relevant to the programme and of interest to the group. • Presentation of case studies, human interest stories, photos, etc.

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

TRADERS

Characteristics of the target	<ul style="list-style-type: none"> • This is a heterogeneous and amorphous group. • Varying ratios of formal and informal traders. • Impatient group, perpetually looking for short cuts and quick win opportunities. • May not be stationary in locations where they are seen to operate or can be seasonal with new entrants or non-returning ones all the time. • Is a Swahili speaking audience. 	
Considerations to help success	<ul style="list-style-type: none"> • Focus on intervening in local situations and issues that may be encountered by whoever comes. • Recognize and work with local marketing groups to create a home-grown but consistent local culture of doing things in conformity with best practice and in compliance with authorities. 	
General message for the target	<p><i>Uadilifu wa leo kwenye biashara ndiyo uendelevu na ustawi wake kesho – Your honesty in business today is its sustainability and growth tomorrow.</i></p> <p><i>Misitu uhai wetu – FORVAC</i></p>	
Communication channels for the group	General effect of channel on target	Handling and outcomes
Community radio	<ul style="list-style-type: none"> • A recognized and authoritative information source. • Information on business ideas and opportunities. 	<ul style="list-style-type: none"> • Adequately repeated and straightforward messages on markets that can immediately be acted on. • Programmes on entrepreneurial success stories that traders can relate to and emulate. • Frequent broadcasting of various regulatory procedures to be followed for compliant local business dealings.
National television	<ul style="list-style-type: none"> • Keeping abreast of national level information affecting doing business. 	<ul style="list-style-type: none"> • Policy issues relevant to their situations discussed on television.
Social media Sharing i.e. FB, Instagram, Twitter DMs i.e. WhatsApp, Messenger	<ul style="list-style-type: none"> • Individual interactivity and the secondary spreading of messages. 	<ul style="list-style-type: none"> • Mainly sharing material on ideas, motivations and opportunities. • Targeted market information sent to marketing groups. • Reposting of material that appeared in newspapers. • Posting of links to relevant information in website.
Leaflets/ brochures	<ul style="list-style-type: none"> • Handy, summarized visuals. 	<ul style="list-style-type: none"> • Topics on regulatory issues and things like licensing or permitting procedures. • Diagrams on things like charcoal kilns or beehives. • HRBA issues need to be covered as well. • Pictorials on various forest products that can be traded – that would help with generation of business ideas.
Posters	<ul style="list-style-type: none"> • Pictorial messages on processes or situations. 	<ul style="list-style-type: none"> • Among the best communication channel to a limited audience. • Size makes them memorable and their continued presence in the face means they can't be ignored.

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

TRADERS

		<ul style="list-style-type: none"> Affordable technologies that can be used to increase efficiency in harvesting forest products.
Exhibitions	<ul style="list-style-type: none"> Provides among the best opportunities for participatory involvement/ inclusion and is great for marketing. 	<ul style="list-style-type: none"> Exhibitions provide exposure of traders' products to markets and gives the programme the chance to show its progress. Participation should be well thought out to ensure as much impact as possible. This channel can also effectively incorporate other communication channels like presentations, leaflets, brochures, video, etc.
Sign boards, visual demarcations	<ul style="list-style-type: none"> Communicating instruction. 	<ul style="list-style-type: none"> Channel for putting everyone on the same page. Usually under implemented because of assumptions that all locals know the situation or newcomers can ask. Eliminates situations where one may not know to ask. One must first be aware of a restriction or caution in order to ask.
Website	<ul style="list-style-type: none"> Publicly and continuously accessible. 	<ul style="list-style-type: none"> Portal for a large variety of information including regulations and coaching to comply with regulations. Multi-media platform to provide cluster or local-level exposure to motivate traders through either viewing their own activities or activities they can directly relate to. There must be Swahili language pages/content for this target audience.

MEDIA

Characteristics of the target	<ul style="list-style-type: none"> Politically sensitive group. Generally all cover news, but not all do features. English and Swahili speaking. Most avoid controversial issues that seemingly go against perceived government stance. Newspapers are not widely read, but their news, when exclusive, has better reach than exclusives on radio or television. That is because other media quote newspapers, but newspapers don't quote other media.
Considerations to help success	<ul style="list-style-type: none"> Best general channel for the programme to use to reach a majority of its target audiences is community radio for local coverage and newspapers and television for national coverage. Engaging with the media will best be served via a plan that will enable an assessment of the situation and what the media can do for the programme on that case-by-case basis.

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

MEDIA

	<ul style="list-style-type: none"> Loosely, a media engagement plan (for the operating manual and not this plan) is like this list of channels, messages and handling, but with more focus and detail on the media as a target audience and not a channel. 	
General message for the target	<p><i>Habari, elimu, ufahamu na uelewa ndiyo misingi ya watu kukumbatia malengo ya maendeleo</i> – Information, knowledge, awareness and understanding are the basis of human take-up of development goals.</p> <p><i>Misitu uhai wetu – FORVAC</i></p>	
Communication channels for the group	General effect of channel on target	Handling and outcomes
Community radio	<ul style="list-style-type: none"> Closest media partner to programme activities in the field. Fostering abilities to sustained local activities and business groups. 	<ul style="list-style-type: none"> Needs constant guidance to attain required level of sophistication. Tendency is for this channel to operate on a this-is-the-way-we-always-do-it basis. A choice should be made of a main community radio heard in a locale, which has regular development oriented programming, to be planned into activities. While engaging the station as a whole, there should be an engagement with individual producers who have the capacity to absorb knowledge of project activities. Could involve just providing transport and DSAs to cover some events; or a specific contract to prepare and present specific stories Always ask for audio clips of anything the radios broadcast – the onus being on the producers to provide – otherwise they might simply call and tell you to listen in. All communication in Swahili.
National television	<ul style="list-style-type: none"> Mainly public relations work to bring the FORVAC – Misitu, uhai wetu name into the national public. 	<ul style="list-style-type: none"> Identify and engage television correspondents (usually located in regional centres). Knowing editors by name at headquarters is also a must. Some districts may have freelancers, but you need to know their real standing with the station they claim to represent before engaging them. Not all stories can get room to be in “free” news coverage on television, so never solely depend on television for coverage. Always demand video clips of anything claimed to have been broadcast or sent for broadcast. Field correspondents can never guarantee when their material will be aired. Most place with 24 hour electricity will have entrepreneurs dealing in photography and video taking. They too can be engaged or at least listed in a media contact list. Communication in Swahili.

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

MEDIA

National newspapers	<ul style="list-style-type: none"> • Most reliable nationwide coverage. 	<ul style="list-style-type: none"> • Identify and engage local freelancers. You will need to know their real standing with the paper(s) they claim to represent before engaging them. Fake freelancers are an issue. • Newspapers have many tiers of editors who along the chain have varying degrees of control on what goes or doesn't go to print. Cultivating editors by name at headquarters is a must.
Social media Sharing i.e. FB, Instagram, Twitter DMs i.e. WhatsApp, Messenger	<ul style="list-style-type: none"> • Individual interactivity and the secondary spreading of messages. • Bloggers are also a good, though limited channel for news coverage. 	<ul style="list-style-type: none"> • After individual reporters, producers, correspondents, editors, etc. have been identified they should be all brought together in at least one major event focusing on them as stakeholder/targets. All contact details should be utilized to create social media groups administered by them. • Blogs are very good, especially for enabling diaspora coverage. The quality of bloggers used to be questionable, but with licensing now required, the not so good ones may have been weeded out.
e-mail	<ul style="list-style-type: none"> • Direct contacts for more official interaction. • Transmission channel for audio, video and newspaper clippings from covered events 	<ul style="list-style-type: none"> • Create a mailing list, but not a group for email and make sure that all those in the list actually use their e-mail. With social media and DMs being able to send attachments, some people have started using email less and less. • Control the use of the e-mail list for media contacts, since over-use, like random sending of promotional material, pictures or press statements can lead to recipients ignoring you.
Exhibitions	<ul style="list-style-type: none"> • Provides among the best opportunities for participatory involvement/ inclusion and is great for marketing 	<ul style="list-style-type: none"> • Media should be made aware of exhibition calendar pertaining to FORVAC. • A measure of facilitation should be made for community radios to attend. • National media tends to focus on political figures/honourable guests who attend rather than the exhibition. • To them exhibitions are sales points where they make money promoting exhibitors' products.
Media events	<ul style="list-style-type: none"> • One-on-one with media practitioners 	<ul style="list-style-type: none"> • Organized event where there is a focus on the media. • Events can be things like press conferences or promotional or publicity events targeting other stakeholders or target audiences but where there is organized and pre-arranged media participation. • The programme should seek to host at least one major media event involving a workshop or seminar in which identified media contacts will attend to be informed

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

MEDIA

		<p>about the programme and the programme's expectations from the media and a partnership created.</p> <ul style="list-style-type: none"> • Such media event will include other communication channels like presentations, information kits, etc.
Website	<ul style="list-style-type: none"> • Publicly and continuously accessible 	<ul style="list-style-type: none"> • Media can be asked to contribute content for the website, and be encouraged to research ideas for programmes using the website.

RESEARCHERS, CONSULTANTS AND CONTRACTORS

Characteristics of the target	<ul style="list-style-type: none"> • Highly technical group. • Generators and users of evidence in furtherance of programme objectives. • Experts who assist in selective implementation of one-off programme activities. • English and Swahili speaking. 	
Considerations to help success	<ul style="list-style-type: none"> • Help them to have a wider picture of the programme and not only issues that relate to their engagements. Because many things overlap during project planning and implementation, they can put perspective to their assignments. 	
General message for the target	<i>Misitu uhai wetu – FORVAC</i>	
Communication channels for the group	General effect of channel on target	Handling and outcomes
Meetings, workshops, seminars	<ul style="list-style-type: none"> • Alignment of objectives and strategies. • Information and experience sharing. • Expounding of reports, studies, etc. related to programme progress. 	<ul style="list-style-type: none"> • Strict preparation with agendas essential for effective use of this channel for this group. • Channel is a reporting tool and a means of presenting facts and arguments. • This channel can also effectively incorporate communication aides and channels like presentations, technical reports.
Social media Sharing i.e. FB, Instagram, Twitter DMs i.e. WhatsApp, Messenger	<ul style="list-style-type: none"> • Direct messaging (DMs) for sharing of directives or queries. • DMs provide a record of conversations for future reference. 	<ul style="list-style-type: none"> • The direct messaging aspects of this channel offer good communication and attachments that can afford quick information turn around during implementation of project activities. • Presence of group members is very short-term hence negating the need to form administered groups. But exchange of contact information to group members and internal staff who might frequently need communication is essential.
e-mail	<ul style="list-style-type: none"> • Direct contacts for more official interaction. • Transmission of implementation 	<ul style="list-style-type: none"> • Exchanging contact information is the best way of managing this short-term group using emails.

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

RESEARCHERS, CONSULTANTS AND CONTRACTORS

	directives, information and consultations	
Website	<ul style="list-style-type: none"> Publicly and continuously accessible 	<ul style="list-style-type: none"> Target members can access information relevant to their activities during implementation and after implementation, can upload digital outputs from their activities for future reference.

SERVICE PROVIDERS

Characteristics of the target	<ul style="list-style-type: none"> Non-governmental and private sector entities. A very varied group whose only similarity is the implementation level where they are operating. Individual entities in the group may differ in the nature of service they provide such as an entity providing advocacy, while another provides entrepreneurial training, etc. Communication with this target group is mainly in Swahili, although known individuals can communicate in English. 	
Considerations to help success	<ul style="list-style-type: none"> Since service providers will be working on contract to FORVAC they need to be made fully aware of the communication plan and the nature of reaching target audiences. Their way of reaching their targets should be similar to that of FORVAC for whatever particular target audience. FORVAC may need to consider some sort of orientation whether through literature or alignment meetings. 	
General message for the target	<i>Misitu, uhai wetu</i> – FORVAC, Forests, our livelihood.	
Communication channels for the group	General effect of channel on target	Handling and outcomes
Meetings, workshops, seminars	<ul style="list-style-type: none"> Alignment of objectives and strategies. Information and experience sharing. Expounding of reports, studies, etc. related to programme progress. 	<ul style="list-style-type: none"> Strict preparation with agendas essential for effective use of this channel for this group. Alignment of implementation strategies and objectives. This channel can also effectively incorporate communication aides and channels like presentations, technical reports.
Social media Sharing i.e. FB, Instagram, Twitter DMs i.e. WhatsApp, Messenger	<ul style="list-style-type: none"> Direct messaging (DMs) for sharing of directives or queries. DMs provide a record of conversations for future reference. 	<ul style="list-style-type: none"> Direct messaging groups are essential and should involve everyone within an individual cluster and as many Swahili speakers at FORVAC as possible. Should be administered by the cluster coordinator. The direct messaging aspects of this channel offer good communication and attachments that can afford quick information turn around during implementation of project activities. With the exception of re-posts, all posts originating from within should be in Swahili. It is best never to

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

SERVICE PROVIDERS

		make any integral part of this target group feel excluded.
e-mail	<ul style="list-style-type: none"> • Direct contacts for more official interaction. • Transmission channel for audio, video and newspaper clippings from covered events 	<ul style="list-style-type: none"> • Create a mailing list, but not a group for email and make sure that all those in the list actually use their e-mail. With social media and DMs being able to send attachments, some people have started using email less and less. • Do not use email to this group as a broadcast i.e. keeping everybody in the loop by sending an e-mail to everyone. No-no. Use DM groups for that.
Website	<ul style="list-style-type: none"> • Publicly and continuously accessible 	<ul style="list-style-type: none"> • Service providers should contribute content for the website, and be encouraged to research activities implementation or improvement ideas using the website.
Sign boards, visual demarcations	<ul style="list-style-type: none"> • Communicating instruction. 	<ul style="list-style-type: none"> • Channel for putting everyone on the same page. • Some among these service providers may be the ones involved in putting up sign boarding. However, in the end everyone involved in the field will benefit from this channel. • Eliminates situations where one may not know to ask. One must first be aware of a restriction or caution in order to ask.

INTERNAL FORVAC PERSONNEL

Characteristics of the target	<ul style="list-style-type: none"> • A homogeneous target audience composed of governmental and programme personnel. • An administrative group of experts charged with making decisions and overseeing every aspect of programme activity. • Communication with this target group is in English. 	
Considerations to help success	<ul style="list-style-type: none"> • Tight communication. • Collective decision making through informal consultations • Clear lines of command and responsibility 	
General message for the target	<i>Misitu, uhai wetu</i> – FORVAC. Forests, our livelihood.	
Communication channels for the group	General effect of channel on target	Handling and outcomes
Meetings, workshops, seminars	<ul style="list-style-type: none"> • Problem solving. • Consultations on program implementation. 	<ul style="list-style-type: none"> • Collective mitigation of implementation challenges. • Alignment of implementation strategies and objectives. • This channel can also effectively incorporate communication aides and channels like presentations,

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

INTERNAL FORVAC PERSONNEL

	<ul style="list-style-type: none"> • Meetings are mainly for consultations among various personnel levels. 	technical reports when involving higher levels such as governmental.
Social media Sharing i.e. FB, Instagram, Twitter DMs i.e. WhatsApp, Messenger	<ul style="list-style-type: none"> • Direct messaging (DMs) for sharing of administrative or programme implementation. • DMs provide a record of conversations for future reference. 	<ul style="list-style-type: none"> • Direct messaging is the best social media channel for this group without the establishment of a group. However, this group should be represented in every DM/sharing group that may be created in the clusters. • WhatsApp groups are also a good tool – can set up many different groups, reflecting different interests
e-mail	<ul style="list-style-type: none"> • Sharing of information as part of consultations – such things as reports being drafted or directives, etc. received from external sources. • A chain of command authorization tool 	<ul style="list-style-type: none"> • Should augment rather than replace any other administrative channel that exists in the organization. • Do not create mailing lists for this target group.
Website	<ul style="list-style-type: none"> • Publicly and continuously accessible 	<ul style="list-style-type: none"> • Because the website will have links with other entities involved in activities similar or complimentary to FORVAC, it is wise for internal personnel to frequently access their own site to see what is there. • Internal personnel will have to figure out a way to maintain/update the website once it's up and running.

GENERAL PUBLIC IN FINLAND AND ELSEWHERE

Characteristics of the target	<ul style="list-style-type: none"> • An amorphous heterogeneous group • Communication with this target group is in Finnish and English 	
Considerations to help success	<ul style="list-style-type: none"> • Need to think carefully about their level of interest 	
General message for the target	<i>FORVAC – working to support sustainable forest management and develop livelihoods</i>	
Communication channels for the group	General effect of channel on target	Handling and outcomes
Videos	<ul style="list-style-type: none"> • Human interest enlightening videos mainly on overcoming hardships. 	<ul style="list-style-type: none"> • High quality, short documentaries with clear presentation of a single topic.
Social media	<ul style="list-style-type: none"> • Sharing of programme items that have a bearing on Finland. 	<ul style="list-style-type: none"> • Nothing heavy, but should be able to make the Finnish public have some sort of reaction to it. • Facebook is probably the most useful tool

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

GENERAL PUBLIC IN FINLAND AND ELSEWHERE

Sharing i.e. FB, Instagram, Twitter DMs i.e. WhatsApp, Messenger		<ul style="list-style-type: none"> • Company (FCG) and MFA Finland Facebook page is also a means of sharing • MFA has a twitter account for sharing stories
Website	<ul style="list-style-type: none"> • Publicly and continuously accessible 	<ul style="list-style-type: none"> • Items linkable to websites in Finland (including FCG and MFA, but also others) or which may, through search engine results, reach a Finnish audience.

GENERAL PUBLIC – TANZANIA

Characteristics of the target	<ul style="list-style-type: none"> • This is a heterogeneous group. • Requires non-technical communication. • This is a Swahili speaking audience. 	
Considerations to help success	<ul style="list-style-type: none"> • Many Tanzanians have extended family members who are still dependent on forests • Importance of maintaining Tanzania's forests for future generations 	
General message for the target	<i>Misitu, uhai wetu</i> – FORVAC. The forest, our livelihood.	
Communication channels for the group	General effect of channel on target	Handling and outcomes
National television	<ul style="list-style-type: none"> • Dissemination of programme information. • Creating national visibility. • A public relations tool. 	<ul style="list-style-type: none"> • Utilized by this group as a source of news through discussion programmes but mainly music and drama entertainment • An important channel for any media events e.g. press conferences. • Never used as an educational channel, should be used to get maximum visibility for every cluster. • Needs planned engagement and controlled output (manipulation) for maximum advantage. Do not leave everything to the television reporters to decide on what to cover. • Quite expensive, so need to use carefully
National newspapers	<ul style="list-style-type: none"> • Most influential news source. • Most quoted channel. • Few mainstream daily newspapers. 	<ul style="list-style-type: none"> • Most likely channel to consistently carry programme information to the general public. • Has the power to create an agenda for national debate. • Careful handling of individuals associated with this channel to avoid being duped by those putting themselves in the way simply to gain money.
Social media Sharing i.e. FB, Instagram, Twitter	<ul style="list-style-type: none"> • Individual interactivity and the secondary spreading of messages. 	<ul style="list-style-type: none"> • Can get feedback on issues that have drawn national debate.

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

GENERAL PUBLIC – TANZANIA

DMs i.e. WhatsApp, Messenger		<ul style="list-style-type: none"> • Sharing apps like Facebook and Instagram, while powerful in their own right, can also help to point target to website.
Video	<ul style="list-style-type: none"> • Visual demonstrations. • Short feature films as opposed to news clips. 	<ul style="list-style-type: none"> • These have to be short and to the point, lasting about two minutes – never more than three. • Longer videos would be used in conjunction with other channels like television or exhibitions. • Audience has full attention. • Success stories are the best as well as criminals/bad guys getting caught. • Can be distributed for personal, continued viewing or sharing on social media.
Exhibitions	<ul style="list-style-type: none"> • Provides opportunities for interactive public involvement and is great for marketing. 	<ul style="list-style-type: none"> • Exhibitions provide exposure of traders' products to markets and generally the public has felt that they can buy things at a bargain during exhibitions. • This channel can also effectively incorporate other communication channels like presentations, leaflets, brochures, video, etc.
Sign boards, visual demarcations	<ul style="list-style-type: none"> • Communicating instruction. 	<ul style="list-style-type: none"> • Channel for putting everyone on the same page. • Usually under implemented because of assumptions that all locals know the situation or newcomers can ask. • Eliminates situations where one may not know to ask. One must first be aware of a restriction or caution in order to ask.
Website	<ul style="list-style-type: none"> • Publicly and continuously accessible. 	<ul style="list-style-type: none"> • Portal for a large variety of information including regulations and coaching to comply with regulations. • Multi-media platform to provide cluster or local-level exposure to motivate villagers through either viewing their own activities or activities they can directly relate to. • There must be Swahili language pages/content for this target audience.

Communication channels

Community radio	Television	Newspapers	Exhibitions	Posters	Social media/DMs	Community theatre
Leaflets/Brochures	Videos	Meetings	Media events	Website	E-mail	Sign boarding
Aides to channels	Technical reports	Presentations	Press statements/press releases	Information packs	Speeches	

Annex 1b Communication Channels and Materials

For dissemination of general Programme materials, the following methods of communication could be used:

1. FORVAC managed channels and materials

Communication means	Description of likely content	Target audiences
FORVAC website www.forvac.or.tz	<ul style="list-style-type: none"> FORVAC will contract preparation of a programme website in English and Swahili This is a key resource of information for FORVAC Programme Introduction, Programme Guidelines, Manuals, Progress Reports, AWP, Publications, Notices, Research and Studies etc. Advertisements for jobs and consultancies to be published here Regular updates of news, visits, etc. (not blogs, as this requires special registration) A formal newsletter to be prepared once a year, or more if human resources permit – but this should only be used online – if printed, FORVAC should pay an annual registration fee to comply with Government laws 	<p>Interested readers in Tanzania, Finland and globally.</p> <p>Decision makers in Tanzania and Finland.</p> <p>Other donors and projects / programmes in Tanzania.</p> <p>NGOs / CBOs in Tanzania</p>
Social media and phone based communications	<ul style="list-style-type: none"> Programme activities posted in Facebook, Twitter and Instagram Videos to be posted to YouTube then linked to website and sent to mobile phones Use of text messages for information purposes regarding upcoming activities WhatsApp groups to be established for different purposes – within the immediate programme team, for district teams, for specific value chains, etc. to share relevant information, organise meetings, etc. 	<p>Programme staff</p> <p>Tanzania government staff</p> <p>General public</p>
Programme introductory brochure	<ul style="list-style-type: none"> General introductory brochure to be handed out in seminars, exhibitions, during visits and other events to disseminate basic information and knowledge of the Programme, its goals and activities. Additional information on progressive results to be added in the future Should provide information on how to learn more – for instance, website, emails, phone numbers Prepared in Swahili and English 	<p>All visitors and contacts.</p>
Specific briefs or articles	<ul style="list-style-type: none"> Briefs (for instance, summarising programme annual reports or consultancies into a readable format) – to improve sharing of information – to be shared on the website and printed as needed Articles for use by the Embassy or MFA Finland 	<p>Competent authorities.</p> <p>Decision-makers in Tanzania and Finland.</p> <p>Other donors and projects / programmes in Tanzania.</p> <p>NGOs / CBOs in Tanzania.</p>
Publications	<ul style="list-style-type: none"> Simple leaflets on specific topics – A4 – can be easily printed and updated Laminated cards with information – eg. simplified presentation of taxes required 	<p>Value chain participants.</p> <p>Government staff.</p> <p>External visitors.</p>
Photographs	<ul style="list-style-type: none"> Store better quality photos in a central server with folders of different clusters and villages 	<p>Suitable for all audiences</p>

	<ul style="list-style-type: none"> • May be useful to also store under topics, for easy recall for using in visual materials 	
Management Information System (MIS)	<ul style="list-style-type: none"> • FORVAC internal system for information storage and providing data for reporting • Baseline data storage 	FORVAC team Mid term evaluation team
Market Price Information System (MPIS)	<ul style="list-style-type: none"> • FORVAC plans to develop a Market Price Information System (for timber, charcoal, honey and potentially for other NTFPs) as: <ul style="list-style-type: none"> ○ A Web-solution , possible developed during FORVAC ○ A potential mobile phone based solution (of the same) 	TFS Inspectors. Value chain participants. District government staff.
Audio/Video	<ul style="list-style-type: none"> • Short films could be produced to show in communities or with other VC members – this could even use visuals taken on mobile phones, but ideally if budget is available, on a better camera • Interviews can be recorded on mobile phones or recorders – either by staff or in collaboration with journalists • Both audio and visual can be linked to the FORVAC website for wider viewing • Extension materials from TFS could be used in FORVAC activities 	Community members. Value chain participants. Government staff.
IEC materials	<ul style="list-style-type: none"> • Photo stories on FORVAC issues on posters or flexes • Banners and flexes with programme name and funders, for use in workshops, etc. • Stickers with forest or value chain messages • Sticker on Programme vehicles with the logo of funders • Calendars 	FORVAC activity participants. Funders. General public.
Others	<ul style="list-style-type: none"> • Papers/articles and presentations in local forestry conferences and workshops. • Submitting articles to international journals 	Other projects and programmes in Tanzania. Government staff. Researchers in Tanzania and internationally.
Exhibitions and National Days	<ul style="list-style-type: none"> • Public exhibitions and events targeting FORVAC initiated programmes and partners and priority areas such as financing and insurance, technology, markets, tips/hacks, etc. • Stalls supported in programme districts, sharing leaflets, posters and banners, etc. for use in key field days (Sabasaba, Nanenane, etc) • Posters, leaflets, etc. to be provided for national level conferences or workshops • Special events on national or international days – such as Tree Planting Day, International Women’s Day, World Environment Day, International HIV and AIDS Day for example – this could involve posts on social media, but also joining government activities on these days, or tying FORVAC awareness raising to a specific Day in the communities 	General public in Tanzania. Value chain participants. Local government staff and elected officials. Tanzanian decision-makers. Communities
Village noticeboards	<ul style="list-style-type: none"> • All villages should have a noticeboard, but this doesn’t always exist. • Should be used for official information on the LUP and FMP process, but can also be used to advertise 	Communities

	<p>upcoming information sessions, meetings, key rules governing value chains, FORVAC activities, etc.</p> <ul style="list-style-type: none"> • Ideally should use simple, clear language 	
Facilitated activities with communities and value chain actors	<ul style="list-style-type: none"> • Activities with community – e.g. providing materials for facilitated discussions, community theatre competitions, using laptops and digi-projectors to show short videos, etc. • Likely to be run with the assistance of local CBOs and service providers 	Communities

2. External providers

Communication means	Description of likely content	Target audiences
Community Radio	<ul style="list-style-type: none"> • Sharing information of upcoming activities within news • Interviews or programmes on key topics (this would require a specific contract and budget, and decisions on how frequently the programme will be played and at what times) • Hosting of journalists to key events (programme to provide transport and DSAs) 	Reaches all local communities, including those with limited literacy. Recognising achievers linked to FORVAC
Television, newspapers	<ul style="list-style-type: none"> • Media to be invited to participate in field visits and conduct interviews if there are important visitors, or on key topics, or 'days' (eg. Tree Planting Day) • TV and radio spots to promote joint activities and success – in addition, a one minute spot before the news can catch the attention of decision makers; • Appearances by National Forest Management Expert on radio and TV talk shows focusing on forest value chain issues • National television (TBC or ITV) could be contracted to produce a video to create awareness of the Programme and its objectives – however this is quite expensive and will depend on the budget available • Among national newspapers, The Guardian, The Daily News, Habari Leo, Mwananchi and Nipashe can be targeted. The target is to be featured at least once biannually at national level in print media (one newspaper). 	Key decision-makers in Tanzania. Some value chain participants. General public in Tanzania. Other donors and projects / programmes in Tanzania. NGOs / CBOs in Tanzania
Finnish journalists	<ul style="list-style-type: none"> • The MFA periodically arranges visits from Finnish journalists – usually from print media, but sometimes others. This is a good opportunity to take them to the field and show positive development messages 	Finnish general public. MFA Finland

3. Links to communication channels of external organisations or visitors

Communication means	Description of likely content	Target audiences
TFS channels	<ul style="list-style-type: none"> • TFS has a website and WhatsApp groups • FORVAC can share links to the TFS website (and vice versa) • Short information/stories can all be shared in both directions 	Government staff. Communities. General public. Other projects / programmes in Tanzania.

		NGOs / CBOs in Tanzania
MFA website	<ul style="list-style-type: none"> • Both the Embassy of Finland and the MFA Finland have websites. Communications staff in Finland usually appreciate receiving offers of stories – but it is best to agree in advance, rather than waste time without certainty of publication • Stories are published in Finnish and sometimes in English and / or Swedish 	General public / taxpayers in Finland. Global audience.
Environment Donor Group in Tanzania	<ul style="list-style-type: none"> • This group meets on a monthly basis in Dar es Salaam. • FORVAC staff are welcome to present in the meetings on relevant topics • UNDP is managing the email list and has offered to share FORVAC information with members 	International donors in Tanzania. UN organisations. Other projects/ programmes in Tanzania
TNRF	<ul style="list-style-type: none"> • They produce a weekly email (?) with summaries of news and links regarding CBFM. FORVAC could share information with them for circulation 	Other donors and projects/programmes in Tanzania. NGOs / CBOs in Tanzania.
Finnish researchers	<ul style="list-style-type: none"> • There are Finnish Masters and PhD students researching forestry topics in Tanzania. The MFA appreciates collaboration with them. It needs to be considered that they are not carrying out PR for the programme, and may be critical, however it is an important element of transparency. 	Finnish research community. Finnish general public. Tanzanian research community.

Annex 2. Action Plan Regarding Stakeholders and Targeted Audiences

STAKEHOLDERS	ISSUES / INFORMATION NEEDS	METHOD/Form	SCHEDULE	RESPONSIBILITY
1. Administrative organisations				
Supervisory Board	<ul style="list-style-type: none"> • Programme strategic guidance and decision making, • Approval of work plans and reports 	Periodic reports and meetings in Dar es Salaam and Dodoma	Annually	CTA/NPC
Steering Committee	<ul style="list-style-type: none"> • Programme strategic guidance 	Periodic reports and meetings in Dar es Salaam and Dodoma	Quarterly	CTA/NPC
MFA Finland/Embassy	<ul style="list-style-type: none"> • Financial and policy issues 	Meetings as needed	Continuous	CTA/HOC
	<ul style="list-style-type: none"> • Operational supervision 	Regular meetings		
	<ul style="list-style-type: none"> • Providing materials and stories to MFA publications and website 	Regular contact, website, Facebook page		
MNRT/FBD/TFS, strategic and operational issues	<ul style="list-style-type: none"> • Coordination and facilitation of operations and collaboration with authorities 	Regular meetings and direct communication as need arises	Continuous	NPC
	<ul style="list-style-type: none"> • Programme achievements, articles etc. 	Regular contact, website, Facebook page		
	<ul style="list-style-type: none"> • Technical and forest policy issues, Value chain issues, land use planning, best practices 	MIS		
PO-RALG	<ul style="list-style-type: none"> • Local governance issues, • Districts resourcing, • Data sharing, sharing lessons learnt from VLUPs 	Direct communication as need arises	As per need	NPC
Regional administrations	<ul style="list-style-type: none"> • Local governance issues, Information and data sharing 	Direct communication as need arises. Participation in district annual meetings	As per need	NPC
District administration	<ul style="list-style-type: none"> • Local governance issues, understanding the importance to establish an enabling environment 	Direct communication as need arises	As per need	NPC / CTA / CCs, Other programme staff as needed
	<ul style="list-style-type: none"> • Districts resourcing, data sharing, coordination 	Quarterly planning MIS	Quarterly	

2. Program's internal groups and implementing partners				
Home Office - FCG	<ul style="list-style-type: none"> • Programme management and technical issues, quality assurance. 	Programme reports and skype/ teleconferences, Home Office Coordinator (HOC) visits, e-mails	Continuous, biannual visits	CTA, HOC
	<ul style="list-style-type: none"> • Programme achievements, articles etc. 	Regular contact, website, Facebook page		
Programme management team	<ul style="list-style-type: none"> • Programme management and technical issues, • Quality management, coordination of activities 	Regular meetings	Monthly and ad hoc meetings	CTA, NPC
Communication team meetings	<ul style="list-style-type: none"> • Issues related to communication & visibility • Smoothness in two-way information flow 	Regular meetings	As per need	CTA / Junior Experts
Potential new staff & Service Providers	<ul style="list-style-type: none"> • Providing information to potential recruits and SPs (ToR, schedule) • Orientation 	Website, Facebook, Twitter, field visits	As per need	CTA / NFME / VCDA / Junior Experts – as relevant
Each service provider	<ul style="list-style-type: none"> • Contractual and technical issues related to the service provision • Dealing with complaints, as per HRBA 	According to service provision procedures	Continuous	Relevant Expert(s)
3. Local communities, local government and Value Chain participants				
Community members involved in Village Land Use Plans and Harvesting, including Village Natural Resources Management committees	<ul style="list-style-type: none"> • Programme implementation, information, training, networking with VC actors. • Providing information on rules and regulations, as well as opportunities, including pricing of different products. • Need to ensure that all can receive and absorb information, including targeted groups for FORVAC • Need to understand the overall benefits of FORVAC – why this is important 	Meetings, trainings, Community theatre, radio programs, videos, brochures, cartoons, posters, manuals & guidelines. Study tours & participation in Field Days, special days and exhibitions.	Regular contacts as per need	CCs and District Focal points
Village governments	<ul style="list-style-type: none"> • Get support for the Programme, collaboration, share information, enforcement of rules. 	Meetings, trainings, cooperation when various events are implemented in the villages	Regular contacts as per need	District Focal Points

Private sector participants in Value Chain – e.g. artisans, traders, processors, packers, entrepreneurs, charcoal producers, hired loggers, saw-millers, transporters, etc.	<ul style="list-style-type: none"> • Making links with other VC participants and buyers. • Providing information on rules and regulations, as well as opportunities. • Providing information on responsibilities regarding occupational health and safety, child labour, decent work. • Need to focus on building trust, contracts, win-win situations 	Website, WhatsApp, meetings, publications and targeted information	Regular contacts as per need	CCs and District Focal points
Government staff, including inspectors, district staff	<ul style="list-style-type: none"> • Providing information on rules and regulations. • Their responsibilities and what information they need to provide to other sectors, • The rights of forest owners and value chain participants. 	Website, WhatsApp, publications and targeted information, MIS	Regular contacts as per need	VFME / VCDA / CCs and District Focal points
Marketing, distribution and sales points, platforms, interest groups or other potential value chain organisations at district or provincial level	<ul style="list-style-type: none"> • Training and information at local level, including ensuring VC actors can access information • Still for discussion – maybe a FORVAC enterprise or building on something that is already there 	Website, WhatsApp, meetings, publications and targeted information	Regular contacts as per need	CCs and District Focal points
Timber Working Group – Private sector and Government	<ul style="list-style-type: none"> • Discussion and clarification of the rules and regulations governing the timber sector 	Meetings Production of published information on rules	As per need	Value chain actors, Local government, National government staff (eg. TFS)
4. Educational and training institutions				
Universities: Sokoine, Ardhi, or others as relevant	<ul style="list-style-type: none"> • Cooperation in research, sharing information, training development, sharing of best practices and study results • Publicising research on new species for timber trade 	MoUs, invitations to fora, meetings and workshops, contracts /agreements	As per need	NFME / VCDA
Institutes: Forest Industries Training Institute, Forestry Training Institute, Beekeeping Training Institute	<ul style="list-style-type: none"> • Cooperation in training development, • Sharing information, • Providing HR (training, surveys, studies), • Receiving and sending students 	MoUs, invitations to fora, meetings and workshops, contract /agreements	As per need	NFME / VCDA / other relevant Expert(s)

Regional training institutions	<ul style="list-style-type: none"> • Cooperation, • Training development, sharing surveys & studies 	MoUs, invitations to fora, meetings and workshops, contract /agreements	As per need	NFME / VCDA / other relevant Expert(s)
Finnish universities	<ul style="list-style-type: none"> • Cooperation in research, sharing information, sharing of best practices and study results • Finnish researchers visiting 	MoUs, invitations to fora, meetings, student exchanges	As per need	HOC / CTA
5. Industry organisations				
Tanzania Forest Industries Federation – SHIVIMITA	<ul style="list-style-type: none"> • Forestry policy issues related to forest industry, training development 	Meetings	As per need	NFME / VCDA / other relevant Expert(s)
Timber traders associations at local level	<ul style="list-style-type: none"> • Issues related to timber trade and sawmill industry, training development 	Meetings	As per need	NFME / VCDA / other relevant Expert(s)
6. Non-governmental organisations (NGOs)				
Environmental NGOs and Fora: TNRF, WWF, TFCG, Mama Misitu, MJUMITA	<ul style="list-style-type: none"> • Environmental issues, • Sharing of best practices for CBFM 	CBFM-related workshops, meetings	WS, as per need	CTA / NFME / VCDA / other relevant Expert(s)
Local level Community-Based Organisations (CBOs)	<ul style="list-style-type: none"> • Social issues in VLUP, • Income generation activities, • Human rights protection, training 	Meetings	As per need	CTA / NFME / VCDA / other relevant Expert(s)
Other NGOs in the programme areas	<ul style="list-style-type: none"> • Issues or relevance, • Determining areas for possible cooperation 	Meetings, experience profiles	As per need	CTA / NFME / VCDA / other relevant Expert(s)
7. Other projects and programs				
MFA-funded projects	<ul style="list-style-type: none"> • Collaboration possibilities 	Visits, MFA-organised joint events	When opportunity or need arises	CTA, relevant Expert(s)
Other projects /programmes in the region/Tanzania	<ul style="list-style-type: none"> • Collaboration, exchange of experiences, 	Visits, exchange of documents content sharing, piggy-backing events	When opportunity or need arises	CTA, relevant Expert(s)
8. Other stakeholders and interested persons				
Professionals in Tanzania	<ul style="list-style-type: none"> • Lessons learnt, • Best practices, • Results of studies, manuals developed etc. 	Presentations etc. in Tanzanian associations and professional events, articles in professional journals	When opportunity arises	Relevant Expert(s)

Relevant organizations and professionals in Finland	Sharing lessons learnt, image of forestry development cooperation	Seminars in Finland, articles in professional publications	When opportunity arises	CTA / VCDA / HOC / Finnish Junior Expert
Potential Finnish business partners (e.g. through Finnpartnership, Finnfund, PIF)	<ul style="list-style-type: none"> • Collaboration, sharing information, • Creation of partnerships 	Presenting the Program in relevant events in Finland, direct contacting	When opportunity arises	CTA / VCDA / HOC
Regional public	<ul style="list-style-type: none"> • Programme achievements, articles etc. 	Regular contact, website, Facebook page Radio, TV, print media	Continuous	CTA / VCDA / HOC / Finnish Junior Expert
National public	<ul style="list-style-type: none"> • Programme achievements, articles etc. • Questions & comments from the public 	Regular contact, website, Facebook page Radio, TV, print media	Continuous	CTA / VCDA / HOC / Tanzanian Junior Expert
Finnish public	<ul style="list-style-type: none"> • Programme achievements, articles etc. • Finnish research published 	Regular contact, website, Facebook page Radio, TV, print media	Continuous	CTA / VCDA / HOC / Finnish Junior Expert

Annex 3: HRBA – What it means in practice for communications

Human Rights Principles	What FORVAC can do to apply a HRBA in communications and extension
<p>Equality and Non-discrimination: This should be a major focus of the work of FORVAC. Different potential stakeholders will be identified prior to any activity, and efforts will be taken to ensure that all relevant stakeholders will be included, without discrimination.</p>	<p>FORVAC is working with the State (the duty bearer) to improve capacities of extension staff.</p> <p>For instance, FORVAC will encourage participation of all interested persons in information meetings; interviewing a broad cross-section of value chain participants in video or audio programmes, including young and old, women and men, people with disabilities or sickness, etc.</p>
<p>Participation and Inclusion: Who participates and how? Active, free and meaningful participation requires a concrete opportunity to express demands and concerns and influence decisions.</p>	<p>This relies on providing information through multiple channels (see the FORVAC Communication Plan), enabling participation in transparent and inclusive processes, and strengthening the capacities of individuals, civil society, the private sector and government to engage. If only certain channels were used – such as the website and mobile phones – this would mean that only literate and connected persons would receive information.</p> <p>FORVAC will use inclusive and participatory approaches in training, extension and communication, business support and using a pro-poor monitoring systems and guidelines.</p>
<p>Accountability: Who are the duty-bearers? An important element of HRBA is that rights-holders should be able to claim their rights, and justice from duty bearers - usually the State. This is made difficult due to the many types of actors in the value chain, as well as the risk of corruption, and the weak government control over the illegal timber and forest products trade. The rights holders may also face barriers to justice, such as the physical distance from government and courts, weak literacy, the lack of access to information about their rights, how to enforce their rights and where to turn to for help.</p>	<p>Roles and responsibilities will be clearly defined. Transparent lines of accountability will assist responsible parties to know their obligations, and help individuals to know their rights and how to claim them. Clear steps will be published for participants in FORVAC activities to register complaints.</p> <p>Information will be shared in simple language.</p>
<p>Transparency: This is vital to ensure the population is well informed regarding the means to be used to achieve their rights to use forest resources. Beneficiaries (and particularly women and youth, who are often excluded) need to be aware of their rights and responsibilities (under national law) with</p>	<p>FORVAC will share information on legislation and regulations - for instance, on occupational health, safety, and child labour issues for those involved in the value chains; on regulations regarding harvesting of timber and NTFPs; on necessary steps for traders to follow; on the taxes and other costs that communities and</p>

<p>regard to participation, decision-making, natural resource management, tenure and governance. Involvement of the Village Natural Resource Committees, as well as other groups in the value chain (such as producers, traders, processing companies) with adequate representation of all groups at all stages of procurement, construction and management, is an important step for transparency.</p>	<p>traders can expect to pay on forest products; etc.</p> <p>Once approved by the Supervisory Board, FORVAC work plans will be published on the FORVAC website.</p> <p>In addition, public information sessions, exhibitions, leaflets, posters, audio-visual materials and other communications tools will improve the information sharing.</p>
<p>At the very least FORVAC will always aim to <i>do no harm</i> in all activities.</p>	<p>The <i>do no harm</i> principle will be applied to communications activities. All materials will respect the privacy of individuals, such as not revealing embarrassing information or photographs, discussing traditional practices respectfully, etc. Prior to taking a photograph, permission is always asked.</p>

ANNEX 4: STYLE GUIDE (*FUTURE*)