



PROJECT DOCUMENT

**Commercial Radio Services
Sub sector Development Strategy**

Proposed Project on Facilitation of the Testing and Demonstration of
Commercial Radio Programs Targeting the Needs of Rural Producers

An Initiative by **Rural Livelihood Development Company**

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Executive Summary

1. RLDC has identified radio as a media for the development and dissemination of programs targeting the rural producers and SMEs to overcome the information related constraints facing them. Radio is the electronic mass media that has a high untapped potential towards the development of rural market systems and ultimately increase the incomes of rural producers.
2. This paper details the proposed project on the development, testing and demonstration of a commercial radio program that responds to the information needs of smallholder farmers and off farm related business activities in the central corridor of Tanzania.
3. The goal of the project is to contribute towards improving the welfare of rural producers by increasing their level of competitiveness in the market system through overcoming serious information constraints including agricultural products market related information.
4. The objectives of the project during the development, testing and demonstration of the radio program are:
 - To facilitate the development of a financially viable, commercial radio program targeting rural producers with one radio station
 - To facilitate the selected media house to build stronger relationships with their existing and potential target audiences in the rural areas.
 - To promote, test and demonstrate the development of further information channels by radio stations, and greater appreciation of their rural audience needs.
 - Diversify information sources that add value and improve chances of earning more income by rural producers and SMEs
5. RLDC envisions an efficient commercial radio market system that responds to the needs of the rural producers where rural producers can easily have access to information pertinent to their livelihoods. This vision has been widely shared with stakeholders in the media sector during a fact finding workshop that involved all stakeholders in the media and agricultural sector and during several meetings with various stakeholders.
6. RLDC aims at achieving this vision by facilitating the improvement of the information environment for rural producers through the testing and demonstration of commercial radio programs targeting them. It will improve the services provision to the radio market system that will ensure the transactional relationships at the core function improve dramatically and involve more actors than is the current situation.
7. The project will be implemented by the Mwanza based Radio Free Africa that has been broadcasting to the central corridor for over ten years with a high outreach in the rural areas. The radio station will be facilitated to develop, test and demonstrate the radio program with the help of a co-facilitator and other service providers to the radio market system as detailed in this paper.
8. For development, testing and demonstration, the radio project will be carried out from September 2008 to December 2009, being on air for the entire year 2009. The total budget will be 896,155,000 Tshs. RLDC contributes 519,355,000 Tshs to finance the project equivalent to 58% of the total budget while the implementing partner Radio Free Africa contributes human, financial, equipment and material resources worth 376,800,000 Tshs equivalent to 42% of the total budget.

9. Apart from overcoming the information related constraints facing the rural producers, it is expected that the project will promote a sustainable response of media houses and other actors to the needs of the rural producers and SMEs. This will bridge the information gap among rural producers and improve their competitiveness in the market initially reaching approximately 500,000 rural households and impacting on the livelihoods of more than 180,000 rural households in the central corridor alone with a potential spill over effect to the rest of the Tanzanian rural population.
10. This project is highly recommended by the RLDC media team for approval and eventual implementation in view of its potential to contribute towards making market systems work better for the rural producers and hence improve their welfare across various sectors.

THE MEDIA SERVICES SUBSECTOR

1. Background

The Tanzanian rural population accounts for upwards of 80% of the total Tanzanian population. It depends largely on the agricultural sector for their livelihoods. The agricultural sector earns in excess of 90% of the country's foreign exchange, with 83% of agricultural production being undertaken by small scale rural producers. These rural producers provide the engine for growth within the domestic economy. To succeed as an engine of growth agricultural market systems have to function better to serve the interests of the rural producers.

Over the past 20 years, trading policies have been liberalized and integrated agriculture into the market economy. Some farmers have benefited from this shift, but many have seen their income fall dramatically. Their terms of trade have declined steadily as prices of agricultural commodities have fallen compared to agricultural inputs they use.

Structural adjustment programs that started in the early 90s have meant that developing countries like Tanzania have significantly reduced government support to the rural farming communities. Investments in rural infrastructure, input subsidies, marketing schemes, and extension services have all declined. As a result of these changes small rural producers are now faced with a situation to increase production when government support is reduced and when prices for their produce decline. This results in the supply of low quality agricultural goods into the market which further suppresses prices.

As a result of these changes, huge information deficits are prevalent among rural producers mainly because of poor information infrastructures and accessibility. Lack of access to information remains a pervasive constraint among micro and small enterprises, particularly those involved in rural agricultural production activities. Affordability, language, literacy, information infrastructures and regulatory constraints limit the reach, diversity and relevance of information channels for rural producers.

Information is a key factor in the development of the agricultural sector, agricultural markets and the various agricultural sub sectors. It is critical to the success of poverty alleviation strategies in Tanzania. Information is key to providing skills and awareness on best business and agricultural practices, input supply; guiding supply chain participants on best business practice, experience sharing as well as broader development goals. Information directly influences public opinion, legislative decision making and regulatory reform which also present an excellent opportunity for lobbying and advocacy on the agricultural sector.

Among the few available information sources for the rural producers is the mass media particularly radio. Radio is a powerful means for producers and businesses to mobilize and access market information and opportunities for market linkages, a platform for debate and public dialogue. Radio develops linkage between government, the private sector and rural producers. It is also effective in mobilizing the masses, in a relatively short time and with lowest cost in terms of outreach and cost of programming and broadcasting.

Radio interventions targeting rural producers and SMEs to overcome information constraints have been implemented successfully and in a sustainable manner in Kenya and Uganda

RLDC intends to facilitate a sustainable response of the media houses to the needs of rural producers through the development and dissemination of commercially driven information and knowledge frameworks targeting the rural producers by taking advantage of the existing opportunities.

2. Introduction

RLDC's vision is to make market systems work better for the rural producers to improve their welfare. RLDC achieves its vision by facilitating the development of markets systems in the Central Corridor of Tanzania hence in order to improve the competitiveness of rural producers in the different sector markets to enable the producers improve production and quality of their produce to realize higher and equitable incomes for improved welfare.

RLDC has selected the Radio Services Sub sector as one of the key areas of focus. RLDC intends to develop radio as a medium for the development and dissemination of commercial radio programs targeting the rural producers in the central corridor for the funding phase for the period 2008 - 2011. Radio is the electronic mass medium that has a high untapped potential towards the development of rural market systems and ultimately increase the incomes of rural producers.

RLDC in partnership with the private sector will facilitate the development of a media driven knowledge framework which targets the needs of smallholder farmers and off farm related business activities in Tanzania's rural business environment by leveraging on the existing opportunities in unlocking the potential of radio services towards improvement of rural livelihoods.

Radio programs have significant potential in contributing towards increasing the level of competitiveness of rural producers. Radio programs can be a key driver for positive changes in terms of optimum production and quality improvement, access to better markets and prices and improved lobbying and advocacy for favourable policies in the agricultural sector.

3. Overview of the Media Sub sector

Tanzania has the highest growth rate in media in Southern Africa, with wide access to private sector media companies. Tanzania has a deregulated media, with over 50 licensed radio stations of which 26 are operating. There are also and 14 terrestrial television stations.

The 2004 Tanzania Demographic and Health Survey statistics indicate a radio set is one of the most common household assets among households in Tanzania. The level of ownership of radio sets in rural households was estimated at 58% of rural households compared to 76% in urban households.

There is a notable and vibrant print media with numerous daily and weekly newspapers specialized leisure and business magazines and periodicals. There are also some 60 newspapers (27 daily newspapers) and periodicals available, although circulation is mainly to the urban areas. Newspapers and magazines are seldom circulated in rural areas.

The media sub sector was formally liberalized in the year 2002 followed by the creation of the Communications Commission to oversee the allocation of both radio and television frequencies. The electronic mass media that includes radio and TV operates under the Broadcast Service Act that was enacted in year 1993. Most of the radio and TV stations target the urban audience. There are three major radio stations that broadcast nationwide hence reaching the rural audience. These include the government owned TBC Taifa, and the privately owned stations, Radio One and Radio Free Africa.

Research conducted by the Steadman in 2005 confirmed that radio is the most effective mass communication tool in Tanzania and is also the most favoured medium for advertising. Radio is therefore the strongest electronic media in Tanzania.

Despite this indications are that media companies in Tanzania have failed to see and identify ways that they can target the agricultural market, harness advertising revenue and generate profits from the sector.

The table below provides a summary of current radio activity together with coverage areas.

Station	Band	Launch Date	Reach
Radio One	FM/AM	Nov 1995	Dar, Moshi, Arusha, Dodoma, Mwanza, Mbeya, Zanzibar, Tanga
Radio Tanzania	FM/AM/SW	Jan 1951	National
Radio Free Africa	FM/AM	Feb 1997	Mara, Kagera, Shinyanga, Mwanza, Dar, Singida, Kigoma, Tabora, Arusha, Shinyanga, Dodoma, Kilimanjaro, Zanzibar, Mbeya, Morogoro
Radio Tumaini	FM	Feb 1997	Dar, Zanzibar
Clouds FM	FM	Nov 1998	Dar, Arusha, Moshi, Mwanza
East Africa Radio	FM	May 1999	Dar, Zanzibar, Pemba, Bagamoyo, Kampala, Nairobi
Kiss FM	FM	Jan 2000	Dar, Arusha, Dodoma, Mwanza
Radio Ukweli	FM	Aug 2000	Morogoro, Dar, Arusha, Mbeya,
Sky FM	FM	Sept 1998	Dar
Radio Uhuru	FM	Apr 2000	Dar, Zanzibar, Morogoro, Arusha, Mwanza
Times FM	FM	2000	Dar
Magic FM	FM	Feb 2002	Dar

Source: Fit Tanzania Research on Media 2007

4. Media Market Assessment Findings

Throughout the implementation of the First Phase that ended in March 2008, RLDC has been addressing the information gap that exists among rural producers in all its projects. This was achieved through supporting the provision of extension services, exposure visits, facilitating the availability of market information and building the capacity of rural producers to lobby and advocate for their general welfare through the formation of groups. While these interventions were largely successful they were relatively inadequate to meet the quest for information by rural producers. They were expensive and could not reach the majority of the population.

To reach more people with pertinent agricultural and marketing information RLDC sought to understand the media sector through in-depth media market assessment with a view to establish its potential to be used as a means to reach more rural producers. To this end, RLDC contracted FIT Tanzania to conduct an in-depth study to explore the potential of developing new information channels that target and respond to the needs of the rural producers.

The study was carried out between May 2006 and December 2006. It comprised three key survey areas; consumers (rural households), service providers (potential media partners), content providers (development groups, commercial organizations) and potential investors (commercial organizations) I media initiatives.

Among other things the study identified the constraints and opportunities available. At the same time RLDC endeavoured to collect information on the media market that has provided a clear understanding of the actors, the market system, and the dynamics of the commercial radio market system, available service providers and content providers. An excerpt of the market assessment is presented below together with concluding remarks on the market.

4.1 Constraints Related to Commercial Radio

- The failure of radio stations to respond to the needs of specific listener audience segments have meant that radio stations depend on urban advertising revenue. Radio stations have failed to realize other opportunities with rural audiences for advertising and sponsorship revenues that could significantly boost their revenues while benefiting the targeted audiences.
- There a limited information networks targeting the rural producers. Most radio stations are still supply led and react to advertising revenue needs rather than on demand led programs. This is coupled with a poor or non-existent audience research base as another constraint.
- Various key supporting services for the radio industry are still non existent or take long to emerge. In particular, audience research services, which provide data on the popularity of programs and radio stations, play a critical role in setting the media agenda. Advertisers will place their advertising spend on the programs and stations that they perceive to be the most popular among their target consumers. Poor audience intelligence therefore leads to a distortion of the market, with misinformed advertisers. Weak audience research services therefore retard the emergence of radio programming focused on rural audiences
- A weak culture of reading combined with the prevalence of illiteracy and semi-literacy among the rural target group. Illiteracy and lack of formal education is on the rise in Tanzania. In the eighties the level of literacy in the country was around 80%. At that time many people could read and understand messages meant for their well being. Today, the literacy rate has gone down to less than 60%; this means less people can understand written messages. The print media, such as newspapers, seldom reach the Tanzanian Rural Population and are not distributed outside urban and main market centres.
- Private radio stations have only been in operation for close to ten years and there is practically no rural radio programme. The fundamentals of the core market are therefore still very weak. Radio advertising revenues have been growing significantly with the growth of radio but have remained relatively unsophisticated with limited segmentation in advertising budgets. Advertisers placed their spending on what appears to be the most popular generic programs rather than segmenting the target audiences. This generic advertising has effectively led to generic programming with little audience segmentation. A program targeting rural producers in a segmented and niche market program that offers opportunities for business to business advertising.
- In addition to the bias introduced by weak audience research, the prevailing logic and culture of the industry tend to result in radio serving the interests of the urban and wealthy more than those of the mass audience. The dominant logic in radio is that a station that attracts the elite and primarily urban audience would attract the greatest portion of advertising. Major advertisers such as telecommunication companies, manufactured consumer goods companies and beverage companies have shown a specific interest in rural and poorer audience segments. Despite improvements, many

rural radio stations continue to be biased towards urban audiences, marginalizing the core audience that is its potential niche, the rural and poorer majority.

- The skill base within the emerging radio industry is a significant constraint to developing programming that effectively responds to audience demands for a diverse range of information. Most radio stations prefer to recruit predominantly untrained staff or staff with limited or inappropriate experience in broadcast journalism. These have impact on programs, marketing and management, resulting in weaknesses across the various radio departments. Hence there is an over-reliance on simple program formats such as live chat and entertainment at the expense of technically more difficult formats, such as pre-recorded programs or programs involving field-based, investigative journalism. This weakness in the skill base of radio station staff is exacerbated by significant weaknesses at the ownership and senior management levels. Many radio stations in Tanzania were established with mixed agendas. Some radio stations have been established with a political agenda to promote local politicians and yet some have been established to promote religious interests of certain religious groups or denominations. Owners and senior managers are often not strategic in running radio as a business other than simply promoting political, religious and other agendas on the stations. These ownership and management have weakness have translated into weak management practices across many stations. Strategic investment to improve skills and develop new and innovative programming is therefore lacking in much of the Tanzanian radio industry.
- Another key factor in the lack of growth of local programming oriented towards rural producers and SME is the relegation of programs that are perceived to be 'developmental' to the category of non-commercial programming. It is widely believed that such programming can only be run with development and public finance. Popular entertainment and even political programs are perceived by radio managers to be the interest for commercial advertisers whereas programs with serious developmental content are thought to be attractive only to government and developmental sponsors. These developmental sponsors control content and often – although with some notable exceptions – rely on educational and informative formats and approaches based on an era when state broadcasting was a monopoly. These formats appear dull in the emerging era of private radio and reinforce a perception in the radio industry that informative radio could not compete for audience with the popular entertainment and political programs.
- Access to quality and reliable information for rural producers and SMEs is another serious constraint. While there are rich libraries of content for rural producers, radio stations have failed to identify and use them creatively for the benefit of rural producers and SMEs.

4.2 Opportunities

- There is one language of communication (Swahili) that reduces the burden of segmenting the audience language wise
- Strong expressed interest of radio services providers and content providers to be involved in radio programs targeting the rural producers
- Robust information libraries across the country in various training and research institutions such as SUA willingness to share the same
- Strong expressed interest of media advertisers to invest resources in marketing agricultural related information, services and products
- Highly affordable radio sets with the advantage that over 60% of the rural population already own radio sets

- Media integration due to the fact that most of the potential radio service providers are also owners of the print media and television services
- Synergy between the media project that will be facilitated by RLDC with those that have been implemented under similar initiatives in Kenya and Uganda plus sharing of programming experience.
- High radio outreach in rural areas particularly for the large AM/FM station such as Radio Tanzania, Radio Free Africa and Radio One

4.3 Service Providers Survey

From the results of the study, there is clear indication on the part of the service providers, audience, advertisers (both consumer and business) and content owners that there does exist opportunities to create commercially driven media content which supports the growth of the rural environment. The research has provided significant evidence of demand and that there are key identifiable issues that affect the rural business environment.

The various stakeholders also believe that information targeting rural producers is critical to translating development into economic growth and that key components in the rural business sector value chains can only benefit from information interventions to support improvement and development. They further believe that the time is now ideal for such a development.

4.4 Radio Broadcasting Services Providers

Service providers were generally enthusiastic as regards the development of demand led rural media. Most were committed to working further to work up an agreement and in the case of IPP Group and Radio Tanzania, were keen to move ahead, although IPP would demand exclusivity of support during the project period.

At least two of the media houses involved in the survey indicated that the rural sector is underperforming, but that it does offer the single biggest market segment for their growth, and, as such, is an area in which they would like be involved.

In terms of listenership, rural audiences tend towards listening to radio in their home. Hence during working hours there is significant drop off in listenership. Peak periods feature in the early morning and evenings. It is notable that respondents tailor their listening to popular programming in particular around news breaks, which tends to be the time at which the radio is switched on.

Whilst the majorities listen to the radio in the evening, most people retire to bed between 8.30pm and 10pm. Hence it was felt that any initiative should be aired between 7pm and 9pm after the evening main news bulletin. Agricultural programming would be best scheduled before that main evening news bulletins at 7pm and hence should be slated for between 5pm and 7pm during week days.

Radio is the most effective communication tool in Tanzania and is also the most favoured medium for advertising (Steadman, 2005). The survey has confirmed that radio is the strongest electronic media in Tanzania. Radio is the only mass media vehicle capable of delivering strong out reach and audience impact with low costs of entry and low costs of running a radio.

4.5 Advertisers and Advertising Agencies

The Tanzanian advertising environment is experiencing dramatic growth. This can be attributed to a number of factors; economic growth, inflation, media liberalization, expansion of consumer choice and greater levels of consumer needs.

From the business advertisers, there is a desire to invest resources in marketing products using the media rather than relying on field networks and events such as Saba Saba. However, to do so, they indicated that there must be some way of assessing investment value i.e. tying up investment with product sales. Again they indicated that radio is their preferred medium.

In terms of media spending radio is becoming an ever more important medium to advertisers at the expense of television advertising revenues. Clearly the liberalization of the sector has encouraged a growth in total market size. The growth in the total advertising revenue base has largely been to the benefit of the radio industry. Radio is now the dominant advertising medium. However, indications are that much of this additional investment has been focused on urban target markets, with significant growth been fueled by the entry of mobile telephony providers into the Tanzanian market.

The majority of advertising budget is currently targeting urban areas, although led by the mobile phone operators and manufacturing companies there are indications that rural audiences are becoming increasingly important

By targeting content aimed at the rural business audience, there are very strong opportunities to appeal to both consumer and business to business advertisers.

The Table below indicates an estimation of the number of commercial companies, in various product sectors, which would see, for example, the rural producer and particularly the smallholder farmer as critical to business growth.

Service	No of Suppliers
Agro Chemicals	38
Engineering related	40
Equipment & Supplies	80
Animal Feeds	25
Animal Health	35
Agricultural Training	20
Pump Suppliers	10
NGO	20
Finance/Micro Finance Institutions	15
Veterinary Equipment/Supply	20
Vehicle Distributors	10

Source: Fit Tanzania Research on Media 2006

Currently, very few of these companies use any form of above line advertising, although in the case of Agro Chemicals, for example, there is increased demand of almost 30% over last year.

4.6 Media Research Services Providers

The market research environment is currently in the development stage. The major companies currently in the market include; Research International Tanzania, Consumer Insight and Steadman & Associates. For growth in the sector there is a desire on the part of major corporate customers to gain improved market knowledge and glean a greater level of understanding about media house performance. However, given the geographical layout of Tanzania, data collection costs nationally remain high and in many cases uneconomic. There are outstanding questions as to whether regular media research can be conducted profitably.

The only company currently undertaking media related research is Steadman & Associates. The key measurement of media performance is detailed in the TAMPS Survey (Tanzania All Media and Product Survey). This was last conducted in November 2000. However, the TAMPS survey was not national and focused only on urban areas (Dar Es Salaam, Arusha, Morogoro, Mwanza, Moshi, Mbeya) and non urban areas with high population density.

Plans are underway to introduce an annual media survey which will track year on year media performance. The lack of a robust research battery means that the views of respondents to the RLDC baseline survey will be critical in assessing service providers, issue identification and format. In addition, this project will have to involve the creation of an ongoing research framework in order to remain current with population tastes.

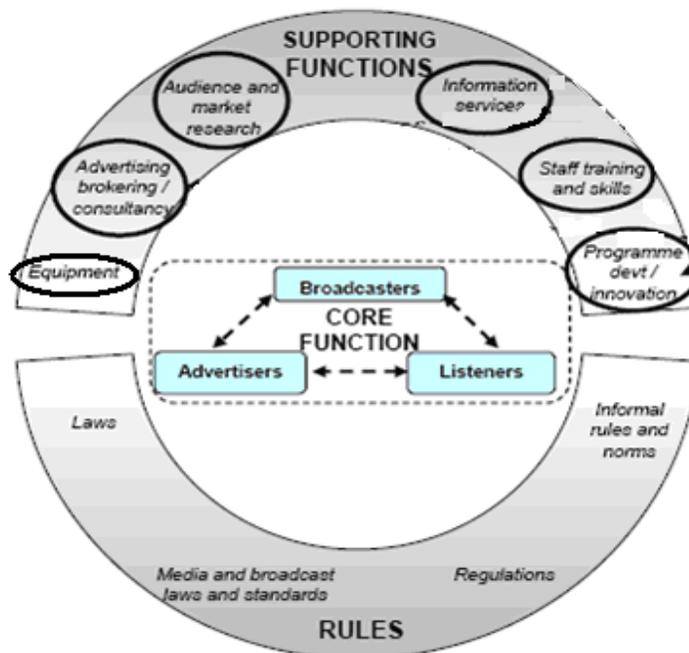
4.7 Media Service Market Dynamics

- The media market is increasingly becoming competitive. The rapid growth of commercial media that started after the media liberalization in Tanzania has created increased competition for advertising revenue.
- Local TV and Radio stations strive to reach more people and attract more listeners with a prospect to lure advertisers to invest in advertising ventures with them
- Radio stations are judged on their listenership. As a result they have seen the need to diversify formats and programming to attract listeners. This creates an environment for program innovation and change.
- Radio is perceived as the most appropriate media to reach poorer, less-educated and non-urban listeners. The mass rural audience (over 80% of Tanzania's population live in rural areas) is therefore a critical target for radio.
- While radio is an important source of entertainment, ordinary Tanzanians demand diversity from radio programming. The lack of access to other media (TV, newspapers, internet etc) means that radio is the only source of information other than word of mouth some of which also happens through mobile telephones.
- With the large majority of households reliant on small business, farming and self-employment there is a significant demand for programming that covers livelihood, income, farming and small business issues.
- A big number of daily English and Swahili newspapers are in circulation although they not seem to satisfy the market demand for news and information for the rural audience as they are essentially urban. However, it is notable that the majority of issues sell below 50,000 copies. Due to the lack of individual circulations, advertising yields (and response) remains low.

- Media houses are characterized by lack of research components in their organizational setup and they have little or no idea about the market size and the potentially emerging markets.
- Radio stations like Radio Tanzania (TBC Taifa) and Radio Free Africa have been involved in running government sponsored programs targeting the rural population but information that they have disseminated has neither been demand driven nor responsive to current problems facing the rural producers.
- Information supply which is project driven has predominantly employed the use of print media such as leaflets, booklets and manuals with limited use of traditional broad media such as radio.
- The increasing developments in new media formats such as mobile telephony and the internet offers significant opportunities for media integration for greater impact.
- Within the media market there is currently little segmentation outside lingua and perhaps religious content. The majority of advertising budget is currently targeting urban areas, although led by the mobile phone operators and consumer goods manufacturers there are indications that rural audiences are becoming increasingly important.
- Although television coverage is spreading there is little indication of current television set ownership in rural areas which is estimated to be low. Radio, since liberalization remains the strongest national media with close to 100% claimed penetration per week. A radio production cost remains low, and is the preferred medium for existing and potential advertisers.

4.8 The Radio Service Market System and Key Actors

The commercial radio market system comprises of the three levels namely the supporting functions, the core function (transaction level) and the supporting environment (rules). The figure below represents the media market system with each of the component services at each level.



At the supporting functions level the main actors are technical services and equipment providers, media research institutions/companies, content providers and information services providers. As shown in the diagram these provide information services, staff training and skills development, program development and innovation, audience market research, advertising/brokering and consultancy services as well as the content. Some of the actors here include Research International, Broadcasting Equipment Suppliers, Sokoine University of Agriculture, mobile telecom company such as Vodacom Tanzania and Zain, Syngenta, Fit Tanzania and Steadman Associates

At the core transaction level, the main actors are broadcasters (radio stations), advertisers and the listeners (audience that comprises also of rural producers and SMEs. Major radio stations identified include TBC Taifa, Radio One and Radio Free Africa. Some of the advertising companies are ZK Advertising, Century Saatchi and Saatchi, and Advert International.

The business environment for the media market is mainly concerns media and broadcast laws and standards as well as regulations, informal rules and norms. The main actors here include the Ministry of Information Culture and Sports, Ministry of Communications, Science and Technology and the various regulatory bodies and Business Member Organizations such as the Tanzania Communications Regulatory Authority (TCRA), Tanzania Media Owners Association (MOAT), Tanzania Media Women's Associations (TAMWA), Tanzania Journalists Association (TAJA), Tanzania Journalist and Media Workers Association ATM). These actors are responsible for the policy formulation and the administration of laws, regulations, norms and standards and to ensure that the media sector thrives in a favorable environment.

5. Conclusion on Media Assessment

From the study findings, it is evident that access to diverse and accurate information enhances knowledge and understanding and leads to more effective and informed decision making by rural producers and SMEs. This is evidenced by the current commercial radio market system that is relatively underdeveloped. While numerous actors have been identified through the market assessment efforts at each of the three levels of the market system only a few actors are actively participating in the market amidst serious constraints related to services provision and expertise. At the same time rural producers and SMEs are constrained by information related issues that has been neglected. Effective information channels such as commercial radio programs can provide access to a range of information about markets and business opportunities, goods and services, business knowledge and experience.

Based on the study, RLDC intends to utilize radio as a mass media tool to reach (inform and mobilize) rural producers as the main targets. Radio programs will help facilitate access to market and technical information in the supply chains in various sub-sectors in addition to making use of new media such as SMS, in order to enhance production and increase market demand for rural products and services. In particular RLDC intends to intervene in the commercial radio market system with eventual improvement in the commercial radio sub sector as a whole.

The growing and competitive media market dynamics provide a favourable environment for radio interventions in the sub sector but also a huge opportunity for media integration for the benefit of the rural producers.

6. Vision for sub sector Development

RLDC envisions an efficient commercial radio market system that responds to the needs of the rural producers where rural producers can easily have access to information pertinent to their livelihoods. This vision has been widely shared with stakeholders in the media sector during a fact finding workshop that involved all stakeholders in the media and agricultural sector.

RLDC aims at achieving this vision by facilitating the improvement of the information environment for rural producers through the testing and demonstration of commercial radio programs targeting them. It will improve the services provision to the radio market system that will ensure the transactional relationships at the core function improve dramatically and involve more actors than is the current situation.

6.1 Commercial Radio Market Constraints to be addressed

The project will address the constraints of commercial radio stated under section 4.1 of this document. The constraints will be addressed by improving service delivery at the supporting function and commercializing the functions at the core transaction level so that more actors are involved and opportunities for increasing revenues are effectively utilized by relevant actors resulting to an efficient commercial radio market financially viable and sustainable commercial radio market system that responds to the needs of rural producers. It is expected that the information related constraints affecting the rural producers will be mitigated indirectly by the project through the provision of demand led, up to date and relevant information in an improved commercial radio market system.

6.2 Commercial Radio Market Opportunities to be addressed

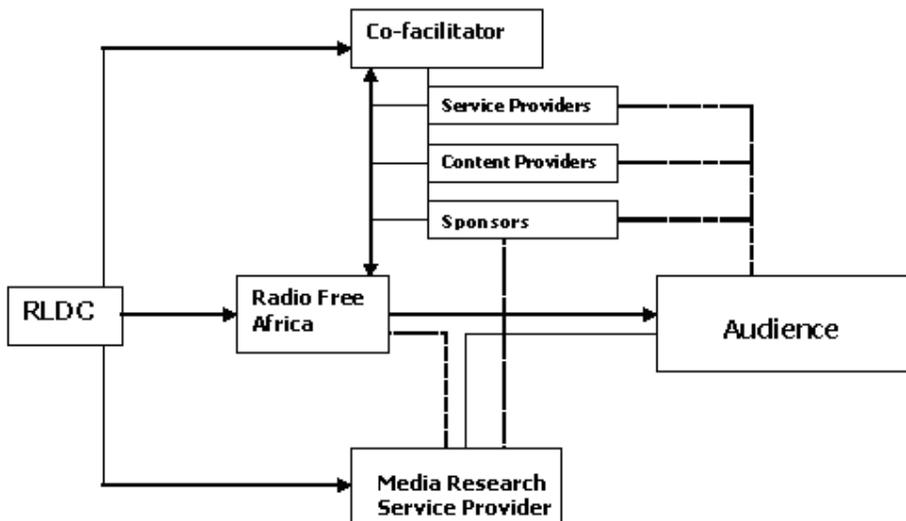
The project will also address the opportunities of commercial radio in the rural areas as stated in section 4.2. There is first of all a strong interest of radio service providers to serve the needs of the rural population better. This is supported by the equally strong interest of content providers as well as sponsors and advertisers to provide better information to rural producers. As a large portion of the rural population owns radio sets or has access to listening to radio programmes, radio is the best medium of communicating with the rural population.

7. The Project

7.1 Project Description

The proposed project plans to develop the commercial provision of services to the rural business sector by working with the private sector to create sustainable and demand-led information services. The project forms a collaboration between and among content providers/owners (commercial businesses, sub sector information providers, development organizations), service providers (media houses, production companies), and advertisers (commercial businesses, development organizations) in order to reach the targeted rural producers and SMEs.

The project will be implemented through a collaborative effort of media stakeholders and services providers facilitated by RLDC with additional facilitation being provided by a co-facilitator as per operational plan below:



RLDC is the main facilitator who will provide part of the project funding and strategic direction to RFA in a contractual arrangement. RLDC will also have a contractual relationship with a co-facilitator who will work with Radio Free Africa to supervise the project on a day to day basis and provide the technical expertise to the radio station, networking, program development and testing while working simultaneously with service providers, content providers and sponsors. The service providers and sponsors will also have a working relationship with the audience to ensure that their services respond to the needs of the audience.

RLDC will sign a contract with Radio Free Africa for development and broadcasting of the radio program to the audience. Another contractual working relationship will be between RLDC and a media research services provider that will be responsible for monitoring and evaluation of the project. The media research service provider will also have a working relationship with Radio Free Africa, service providers and the audience in collecting monitoring and evaluation information and giving feedback thereof.

7.2 Content of the Commercial Radio Program

It has been agreed with RFA to air the program during prime time in the evening, initially for half an hour. The exact content will be worked out during the preparation phase but it has been agreed that the program should have the following features:

- There will be various program segments (business and farming news, farming weather forecast, business tips, best agronomic practices, feature of the week, etc). It is also planned to identify specific sponsors for the different segments
- The style of the program will be largely participatory, i.e. there will interviews of farmers or experts in the field, study experts, comments by farmers, call-in and SMS into the program, etc. There will also be competition for rural producers with prizes that meet their needs, i.e. a tractor.
- The program shall follow the farming calendar and therefore ensure that the information provided is timely and not too late. This requires a long term planning of field interviews and invitation of experts
- Although RLDC is the facilitator of the radio program and RFA the actual owner of the program, RLDC has some interest to disseminate information in relation to the other sectors, where RLDC facilitates market development. This will be done through the role of a content provider. RLDC does not want to take any direct influence on the content of the program.

The content is the centre piece of a commercial radio program for rural producers. If the content attracts many listeners and if the media research provides evidence about the number of listeners and their appreciation of the information content of the program, the radio station will be able to attract more advertisers and sponsors as well as more and better content providers.

7.3 Project Stages

The project duration will be from September 2008 to December 2009. There will be two implementation stages of the project: The **preparation stage** and the **execution stage**.

Preparation Stage

This is the initial focus of interventions. The focus will be concentrated on interventions that will be done to set the ground for the takeoff of the radio programs during the testing and demonstration. This will ensure that the program has a firm foundation upon which it stands by having all the services improved and made readily available.

Some major interventions include program development and innovation, staff training and skills development, equipment acquisition, baseline research, content aggregation, advertising brokering and services consultancy including co-facilitation services.

In the beginning of this stage three service contracts will be signed between RLDC and a Co-facilitator, a Media Research Services Provider and Radio Free Africa.

The preparation stage is expected to last for two months from September to December 2008.

Activities	Targets
Formation of the program production team (RFA)	A team of at least 7 journalists formed by September 2008

Drawing contracts and signing with service providers	Contracts drawn and signed by September 2008
Production team training and skills development	Capacity building training conducted by October 2008
Formulating radio program format and name	Name and format formulated by October 2008
Planning 6 months program calendar	Calendar planned by November 2008
Identification and engaging content providers	Content providers engaged by November 2008
Development of themes, outlines and scripts for pilot program	Themes, outlines and scripts developed by November 2008
Baseline media research	Baseline research commenced by December 2008
Acquisition of appropriate field and production equipment	Equipment acquired by December 2008
Improving the radio production capacity	Necessary equipment purchased by December 2008
Preparation of two pilot radio programs	Pilot programs ready by November 2008
Pre-testing of pilot programs with advertisers	Pilot programs tested by December 2008
Pre-launch promotion of radio program	Radio program promoted by December 2008
Launching of the program	Radio program launched by December 2008

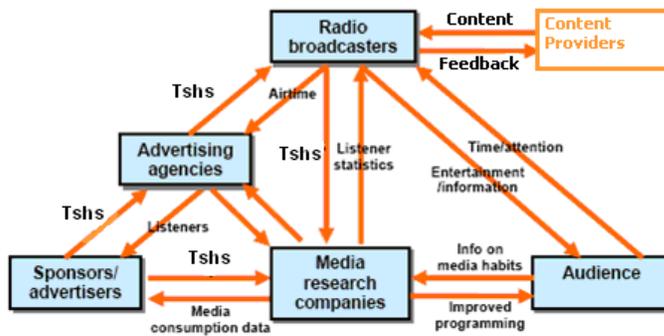
Execution stage

This is the secondary focus of interventions. During this stage the program will be aired every week. The focus of project activities will be on interventions that will ensure the program is being tested successfully after it has been developed. This will include further training and skills development, program advertising and promotion, securing of advertisers, program production launching and broadcasting, promotion as well as monitoring and evaluation

The execution stage is the remaining ten months in the during the one year period from November/December 2008 to August 2009

Activities	Targets
Further training of production and marketing team / skills development	Capacity building training conducted by November 2008
Live Airing of program every week	52 programs developed and tested
Media monitoring/media research and program evaluation	<ul style="list-style-type: none"> • Feedback through 22 listeners panels initially every week, later less frequent • Feedback through 12 listener groups on a regular basis • End-of-project baseline by December 2009
Further promotion and marketing of the program	Regional road shows to promote program with listeners
Commercialization of program	Attracting more advertisers and sponsors to reach break even by
Carry forward program calendar	Rolling plan of calendar established every month in 2009
Increased contacts with content providers	Content planned three months in advance

7.4 The Core Transaction



The project will transform the commercial radio market system to become more efficient and the transactional relationships will involve more actors at the supporting function and core transaction levels. Revenues will be made by some of the participating partners as more financial transactions are established at the core of the market.

The transactions between the broadcaster and the content provider is planned to be a non-financial transaction although some facilitation funds might be necessary to meet travel and accommodation expenses as well as timely provision of information. This is based on the assumption that most content providers already have the required information and are willing to share the information at no cost to the broadcaster. Some content providers might request some payment for the information but RFA, the co-facilitator, and RLDC aim at educating the content providers that sharing information on radio is actually for the benefit of their organizations and themselves.

Another transaction will be between the audience and the broadcaster. This is also a non-financial transaction. The broadcaster will provide useful and interesting content and the audience in return will provide their attention as listeners. The broadcaster will also seek information from the audience by ways of interviews, comments of listeners, call-ins and SMS. The aim of the broadcaster is to make the program as interesting as possible for the audience.

The third transactional relationship shall be a financial one between the broadcasters and the advertiser through the advertising agencies. The audience is regarded as the “product” which is offered for “sale” to the advertiser. The role of radio will be to establish its saleable product (its audience) by developing an entertaining and informative radio programming to which the target audience wants to listen and then sell this audience to advertisers. This will place the transaction between audience and broadcaster at the heart of the business of media, since without audience a broadcaster does not have a product to sell.

This media research companies will have financial transactional relationships with radio broadcasters, advertisers and advertising agencies and a non financial transactional relationship with the audience. The broadcaster hires the services of media research companies to gain insights in what listeners like to hear in the program, how listeners use the information, and whether they can remember the various program segments and their sponsors as well as advertising slots. The advertisers mainly want the media research companies provide confirmation that the advertisements have been broadcasted as agreed with the radio station and that the sponsors have been adequately mentioned as well. The media research companies engage listener panels and listener groups to be able to carry out their activities.

The transaction model described above is the model in the RLDC project and the development of the radio market system aims largely at establishing sustainable transactions between the actors of the core market.

7.5 Implementing Partners, Service Providers and other Stakeholders

7.5.1 Radio Broadcasting Service Provider (Implementing Partner)

RLDC followed a systematic process to come up with a suitable partner that is Radio Free Africa to ensure success of the project. Among other things the partner had to meet the following criteria:

- Has established audience traction amongst rural listeners
- Has proven proximity to the listener – be able to demonstrate impact of previously produced content/programming
- Is willing and has ability to contribute to the project, to include; office network, marketing resources, internal staff/equipment resources, weight of media commitment (airtime, editorial pagination).
- Strategic focus – has an understanding that the project may take time to generate significant revenues.
- Flexibility – has an understanding amongst sales and production staff that new working methods may need to be introduced to facilitate project success.
- Management commitment – can support the project and is prepared to meet the market need (e.g. pricing flexibility).
- Preparedness to potentially work with competitors to maximize project success.
- Media integration – has ability to provide cross media opportunities e.g. radio, print and new media

The process that was followed in identifying the radio station involved a series of steps outlined below:

A. Fact Finding Workshop

RLDC commissioned a Media study conducted by FIT Tanzania in the central corridor from May to December 2006 to establish the potential and viability of establishing commercially driven media programs targeting small scale rural producers and farmers. The findings of the study were presented to RLDC management and project staff in July 2008. It was then presented to potential stakeholders in a fact finding workshop where radio broadcasting services providers expressed verbal interest to participate in the radio project.

B. Call for Proposals

During the fact finding workshop media houses owning radio stations were requested to write proposals expressing their interests to work in a partnership arrangement with RLDC in potentially implementing the program. Only one proposal was received from Radio Free Africa.

C. Assessment of Pre-selected Radio Stations

Upon receipt of the proposals RLDC assessed the Radio Free Africa in terms of technical capacity (technology, equipment), journalistic capacity (number and qualification of radio journalists, experience), existing sponsorships (for what, amount, frequency, regularity), and other institutional factors (financial strength, human resources, administration, management systems and personnel). This exercise was done twice with the help of consultants and the results were shared with RLDC staff and Radio Free Africa.

D. Final Selection

The final assessment report confirmed beyond reasonable doubts that RFA is a suitable radio service provider as it has the required technical, journalistic and institutional capacity to potentially implement the project and met all the criteria.

E. Briefing of Radio Station

Two meetings have been held between June and July 2008 to provide feedback to Radio Free Africa and to express RLDC's interest in working with the radio station to implement the radio project. A profile of Radio Free Africa and the parent company with this document (annex 3)

7.5.2 Co-facilitator

RLDC will select a suitable co-facilitator through a tendering process to be advertised through the local newspapers before the project takes off in August 2008.

The co-facilitator will work directly with RLDC to act as a centre of expertise in providing support services and as an information hub for content aggregation and management. The co-facilitator will facilitate creation of partnerships with a variety of service providers which will facilitate a 'plug in' capability, Co-facilitator will work directly with RLDC and Radio Free Africa to ensure the following functions are executed to support the project appropriately including drawing terms of references for each of the different services providers:

- Production (content creation, scripting, editing, presentation)
- Content management (news agency, web/intranet database management)
- Content linkages (content provider relationships)
- Business management (management of formats)
- Marketing support (to drive radio partner formats)
- Sales/external marketing services (external sales capability)
- Capacity Building (training interventions, capacity assessment)
- Management of information value chains

7.5.3 Content Providers

During the fact finding workshop with stakeholders a number of content providers expressed strong interest to provide content. These include the Sokoine University of Agriculture (general agricultural information and skills dissemination), SIDO (appropriate farming technologies and simple processing information and Syngenta (general agricultural inputs and supplies). Initially RLDC has agreed with the Sokoine University of Agriculture to provide content once the program development starts. The co-facilitator will be linked with the Institute of Continuing Education (ICE) and the Department of Agricultural Extension and Agribusiness of the Sokoine University of Agriculture ready to obtain content for inputting into the program.

7.5.4 Advertisers and Advertising Agencies

Advertisers are not part of the group of service providers that will be involved in the project. However in view of the importance of advertisers in providing revenues to run the program in a sustainable manner, RLDC is in contact with advertising companies that will potentially be involved in sourcing advertisers in the program. These include ZK Advertising, Marathon Advertising, Advert International, and Century Saatchi and Saatchi. These will be linked with Radio Free Africa to explore potential advertising opportunities in the media project. Engagement of advertisers or advertising agencies is expected to occur starting from the

pilot program that will be developed and sold to them. Thereafter the advertisers will be attracted to advertise on the radio program after the initial research data that will be provided by a media research services provider.

7.5.5 Telephony and interactive services providers

RLDC is in contact with Vodacom Tanzania and Media Edge Communications Ltd to explore the potential of integrating interactive components such as the use of Short Message Services (SMS) and Interactive Voice Recognition Systems (IVRS) and the internet/intranet in aggregating information as well as audience monitoring. Service providers for this service will be sourced through a competitive bidding process

7.5.6 Media Research Services Providers

RLDC has received a proposal from Research International Tanzania for provision of media (radio) research services and is also in contact with Steadman Associates for the same. One of these media research companies will be appointed to provide media research services through a competitive tendering process. The research information will provide data that will be used for continuous monitoring and evaluations.

7.5.7 Central and Local government Authorities

The project will involve the district and regional authorities in collecting content and views from rural producers within these areas in the central corridor. The main authorities that will be involved include the regional and district agricultural and livestock development departments in the respective regions.

On policy matters RFA in collaboration with Business member organizations and lobbying and advocacy groups will work with relevant ministries and regulatory bodies to ensure the media operating environment remains conducive for the project and for the media sub sector as whole for the benefit of rural producers.

7.5.8 Small Radio Stations in Central Corridor

RLDC is already aware of other small radio stations in the Central Corridor. During the testing and demonstration phase, RLDC intends to already establish contacts with those radio stations and inform them about the program with RFA and prepare a good ground for discussing with them any replication or up scaling of the RFA program.

7.5.9 Rural Producers and SMEs

These are the target group and audience to the radio program. They will also provide feedback regarding the program to media research companies involved in the project.

7.6 Project Approach

The proposed project is seeking a grant to finance the development, testing and demonstration of a radio program that is demand led and sustainable over the long term time horizon. The program will respond to the information needs of rural producers in the Central Corridor of Tanzania.

The project will promote a sustainable response of media houses and other actors to the needs of the rural producers and SMEs. This will bridge the information gap among rural producers and improve their competitiveness in the market.

It is expected that the project will stimulate market demand and address the information constraints faced by rural producers and SMEs through the dissemination of pertinent demand driven information

The project will be implemented for an initial period of one year that will be regarded as the testing and demonstration phase as per RLDC market development approach. The replication phase will follow thereafter and will be covered in a separate project document.

7.7 Rationale

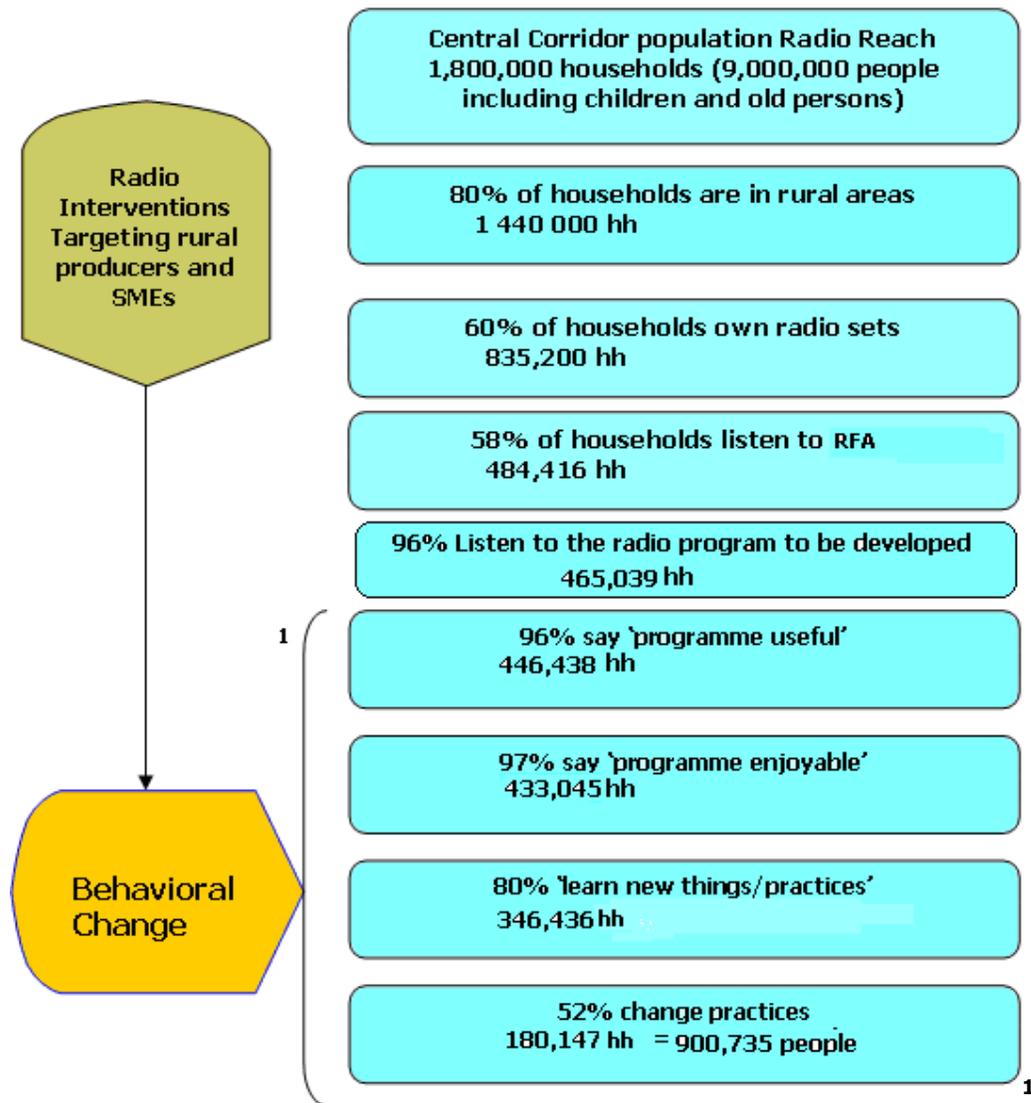
While there has been rapid change within society and in particular in the liberalization of the media, rural populations remain with little or no media voice to express their needs and desires. A substantial investment in large privately owned radio stations and the ever increasing potential of radio usage represent an excellent opportunity for RLDC interventions and outreach. RLDC intends to leverage on existing opportunities and intervene in the media sector using commercial radio programs to address information related constraints facing the target group.

The radio project will provide important support services for most of the agricultural sub sectors including the six sub sectors that RLDC has chosen for its interventions. Since the entire six sub sectors are also faced with information related constraints, the radio programs will play a vital role in addressing them and increasing the chances of successful implementation and sustainability

The project has the advantage that a number of stakeholders will be involved in the project including commercial businesses, sub sector information providers, development organizations, media houses, production companies, advertising firms, rural producers, urban industrial workers and the general population with a high potential for increased employment in terms of program production, research and advertising activities.

The potential impact model below illustrates that the project will reach a total number of approximately 290,000 households comprising of approximately 1,450,000 people involved in rural agribusiness within the central corridor alone with a high possibility for a spill over effect to regions beyond the central corridor. The project will promote behaviour change in micro business practices, marketing and agricultural activities. This will promote improvement in agricultural production and quality of produce, lead to better market prices increased income and employment to the rural population with potential improvement in incomes and improved livelihoods.

Potential Impact Logic



¹ The figures on radio sets ownership and listenership in central corridor were obtained from FIT Tanzania Research Report 2007 while those on behavioural change are actual figures obtained from a similar radio project in Kenya in an evaluation research conducted by Research International in 2006.

7.8 Project Goal, Purpose and Objectives

7.8.1 Project Goal

Contribute to improving the welfare of rural producers by increasing the level of competitiveness in the market system.

7.8.2 Purpose

Improve the commercial radio market system through the testing and demonstration of a radio program targeting the rural producers.

7.8.3 Overall Objective

Improve access to information that responds to the needs of rural producers and small and medium enterprises

7.8.4 Specific Objectives

The specific objectives of the proposed project are:

- Facilitate the development and testing of a financially viable radio program targeting rural producers with one radio station
- Facilitate the selected media house to attract new sponsors and advertisers for the radio program for rural producers
- Facilitate the selected media house to build stronger relationships with their existing and potential target audiences in the rural areas.
- Promote, test and demonstrate the development of further information channels by radio stations, and greater appreciation of their rural audience needs.
- Diversify information sources that add value and improve chances of earning more income by rural producers and small and medium enterprises

7.9 Major Project Outputs

- a. The technical, financial and human resources capacity of selected radio station is enhanced to deliver the radio program
- b. The selected radio station is facilitated to develop and test a financially viable radio program.
- c. Information and Communication Technology channels are developed and integrated for distribution of information to rural producers
- d. Service providers, content providers and sponsors are facilitated to deliver pertinent services and products to promote the commercial radio market system

7.10 Detailed Activities

RLDC will identify and contract a competent co-facilitator who will work with RFA on all matters of project implementation.

Output A

The technical, human resources and institutional capacity of selected radio station is enhanced to deliver the radio program

A.1 Creation of Radio Station Partnership and Capacity Building

RLDC will sign an agreement with RFA for the period of the project duration for the testing and demonstration of the program.

Project activities include:

- A detailed training needs analysis for all RFA staff involved in project implementation (production and marketing team) and the development of detailed training plans
- Facilitating access to appropriate project field equipment and studio production equipment
- Improvement of radio production capacity through equipment purchase and installation

A.2 Creation of program slots and formats

An agreed program clock is created, researched and tested.

The project will ensure that there will exist the following:

- A minimum of one 6 months of program thematic and content maps including archiving of all aggregated information

The project will ensure that within the first 6 months the program format is produced, tested amongst listener groups and content partners and amended in line with audience needs.

A.4 Capacity Building

The project will encourage at least 7 journalists involved in the project to participate in a scripting and presentation course aimed at improving the quality of on air content. This will include; an introduction to key policy issues, recommended contact networks, writing of action plans, scripting, interview techniques and presentation.

Based on the preliminary assessment already undertaken by RLDC, it is also expected that training will include; rural and small business understanding, media production techniques, ICT applications support, sales and marketing development.

A.5 Content Maps

Within the detailed theme maps, the project activities will include;

- Programming which targets policy level issues within each sub sector
- Activities aimed at building relationships with policy makers and lobby groups
- Development of a database of lobby groups
- Monitoring progress at policy level and amending thematic to reflect needs for follow up action

Output B

The selected radio station is facilitated to develop and test a financially viable radio program.

B.1 Radio Program Development

The radio program will comprise the following:

- Program name, and logos
- Information gathering and communication
- Sales material including advertiser presentations
- Formation of Designated production team
- Create Content plans and production schedules
- Development of themes outlines, scripts and pilot programs
- Field and studio post production
- Program pre-testing
- Memoranda of Agreement between all partners
- Creation of e-mail/web contacts
- Generic imaging and program identification elements

B.2 Promotion of Advertising

The project will

- Facilitate the development of sales materials including advertiser presentations
- Demonstrate tested new approaches to encouraging investors to support the created format
- Facilitate several workshops with potential advertisers / sponsors
- Implement one seminar per quarter for advertisers and sponsors
- Track participation of advertisers and sponsors

B.3 External Marketing

In order to maximize the outreach and impact of the new program the project will facilitate the following:

- A marketing plan, this should include objectives, strategy, tactical channels and time plans
- Promotional and or Merchandising material
- Launch
- Road shows
- Live production and airing

Output C²

Information and Communication Technology channels are developed and integrated for distribution of information to rural producers and SMEs

C.1 Development of ICT Applications

There will be a minimum of one SMS short code and one IVRS service developed. These may be developed in partnership with content provider partners.

² **Note:** This output will be realized during the replication phase and therefore no budget is allocated in this document.

Choice of content and method of content delivery will be defined by; type of information, frequency of delivery, audience preference, information formats, cost of information acquisition, expected impact, ability to integrate content through the media marketing mechanism i.e. radio.

We expect that services offered will be sustainable largely through revenue sharing amongst all relevant parties, including RFA who drive usage.

C.2 Intranet development

A directory of content providers/information resources will be created. This will be published using an intranet site for access in collaboration with one service provider. The project will ensure that a database of potential users is created and appropriate access frameworks are in place by project end. Recordings of transmission of all broadcasts will also be housed here

C.3 Helpline

The project will investigate the possibilities of incubating a helpline service which will either be toll free or use pays. This will offer direct enquiry services to farmers using digital telephony.

Output D

Service providers, content providers and sponsors are facilitated to deliver pertinent services and products to promote the commercial radio market system

D. 1 Sub sector Priority Maps

The co-facilitator will work with content providers to build detailed priority maps for each sub sector. We expect content to break down into four key areas:

- Access to Information (knowledge management)
- Increased understanding of and access to business services
- Improved value chains (competitive trading environments)
- Financial Applications

D.2 Secondary Media Partnerships

The project will facilitate the building of relationships with at least 2 service providers who will offer services to include the development of SMS and IVRS channels.

D.3 Capacity Building

For each service provider partnership there will be:

- Detailed training plans, course content maps and outputs driven by training needs Analyses and technical assessments

Training will be targeted at improving service provider understanding of the various information and structural issues affecting the various sub sectors within this project, with the intention of ensuring long term commitment and awareness.

D.4 Content Provider Linkages

The project will ensure that;

- Content providers are involved in programming
- A minimum of 4 training interventions for content providers
- 3 tested approaches and demonstrable models for long term content provider relationships. This will include benchmarked benefits to content providers from involvement in the initiative. It is anticipated that the approaches will leverage on the levels of engagement desired by content providers:
 - Project integrators – driven by Memoranda of Agreement, and participatory in ICT revenue sharing, program management, content acquisition
 - Project contributors – Provision of information, driven by the project team, non revenue sharing but enjoy long term revenues from content sale
 - Project participators – Contributors to content through provision of experts, occasional involvement within media/ICT thematic

8. Budget Summary and Duration

The project will be carried out from September 2008 to December 2009. The total budget will be 896,155,000 Tshs. RLDC contributes 519,355,000 Tshs to finance the project equivalent to 58% of the total budget while the implementing partner Radio Free Africa contributes human, financial, equipment and material resources worth 376,800,000 Tshs equivalent to 42% of the total budget. The detailed project budget is attached (Annex 2)

9. Crosscutting issues

9.1 Indigenous knowledge

RFA will address the issue of local knowledge and promote income generating activities that apply local knowledge for optimal use of local human and natural resources and contribute to poverty alleviation in a sustainable manner. This will be achieved through an already running program in one of the affiliate TV stations Star TV. The program is called 'Asili ya Mtanzania' that covers indigenous knowledge, culture and lifestyle issues in the rural areas. Radio Free Africa has confirmed that they will be recording the program simultaneously with the program that will be implemented under this project in the rural areas.

9.2 Gender and HIV/AIDS

Gender inequalities and HIV/AIDS constitute a serious hindrance towards the development of agricultural market systems. RFA already has many programs that address Gender and HIV/AIDS as across cutting issue in collaboration with reputable organizations such as the National Aids Control Program, TACAIDS and AMREF. Additionally the program under the current project will be broadcasted to audiences without a gender orientation or bias. It is expected that men and women will equally benefit from the program as rural producers or champions of rural SMEs.

10. Risks

- **Natural calamities**

It is assumed that during the period of the project there will be no occurrence of natural calamities and the climate conditions remain stable. Very few if any natural calamities are known to significantly affect a project like the current one on media. In fact a media project becomes even more relevant as it responds to needs of audiences during events of natural calamities that affect rural producers.

- **Market risks**

Another radio station might implement the radio project envisaged in this paper before RLDC embarks on implementation with Radio Free Africa. However the chances of this happening are very negligible since any similar program will take long to prepare before it is aired. RLDC is confident that it will be able to facilitate the airing of the program first with Radio Free Africa after which other radio stations can replicate with or without RLDC support.

- **Political risk**

Radio is a very influential media that can easily be used by politicians to attain political influence and outreach. This even more so with the program proposed in this project that can reach majority of the rural populations. The project will endeavour to monitor content strictly to ensure that only the appropriate content envisaged in the project is broadcasted to the audience. It is assumed that local politicians won't distort the project through their day-to-day activities, and that the government won't drastically change the national policy with regard to media conduct and operations. A stable political climate is envisaged

- **Content**

For the program to run in a sustainable manner over a long period of time, a point may reach where the program will run out of appropriate content to broadcast. This risk will be mitigated by continuous forward planning for the long period of six months. In addition, monitoring will inform the production managers on relevant and up-to-date content.

11. Monitoring and Evaluation (M&E) Plan

RLDC will work with media research service providers to facilitate a baseline survey and prepare project monthly reporting and document impacts in a project close-out report. Case studies will be undertaken at beginning and end of the project. RLDC will also carry out an external final project evaluation.

The M&E Plan will be focused on the four key evaluation areas:

11.1 Radio Station

It is expected that the station will deliver value through increased audience, increased audience satisfaction and improved revenues. The project will purchase and analyze advertising tracking reports.

11.2 Secondary Media

The project will prepare and undertake case studies of service providers at open and close of project.

Maximizing application use will be critical (i.e. that where programs achieve high listenership, that it is translated into sustained growth in the use of developed ICT applications which use radio programs as their driver). This will be the effective measure of the success of the linkage between on air content and behavioral change. The project will ensure that a high level of emphasis is placed on assessing the impact of developed ICT applications, in particular those which utilize mobile telephony:

- Sustained growth in each service subscriber numbers (where relevant)
- A minimum of 25% repeat interactions
- Follow up with service users to establish effectiveness of each service
- Sustained growth in hit rates
- Strong user response to service value both in terms of financial cost and impact on their businesses

11.3 Audience

The project will prepare and undertake farmer case studies at open and close of project.

Baseline Survey: Will be repeated with the same methodology at the beginning of the project in order to provide for a strong picture of audience tastes and impact for the new radio stations, programs, and ICT applications.

To ensure that the radio program continues to be audience led, the project will seek to continually interrogate listeners in order to establish impact, application and benefits:

- Impact: Seeing positive satisfaction levels which grow over time. In addition, maximizing frequency of listening amongst target groups.
- Application: Establishing the link between attention (listening), decision and action through continued questioning of the audience in regard to alternations and improvement in their business practices – e.g. improved yields, reduction of waste, and improved predictability of supply, better cash management, improved quality and standards adherence.

- Benefits: Maintaining the farmers' perspective in regard to what positive effects the program has on their lives, and on their future plans and objectives – e.g. improved family incomes, better food security, and business diversification.

The project will:

- Create and interrogate a tale research panel and listener groups.
- Purchase media ratings

11.4 Content Provider

Assessment of information quality and ancillary benefits accrued through other components of their information strategy. This may include:

- Increased product sales
- Improved impact of training
- Improvements in meeting project objectives
- Introduction of sustained revenues from information provision
- Increased use of project involvement in reports, funding proposal

12. Sustainability

As RFA is the owner of the radio program for rural producers, sustainability of the program is closely related to its financial viability, specifically to the surplus that is generated by the program. Before the actual development and testing of the program, the expected income and expenses cannot be ascertained with accuracy.

The expected income from advertisers and sponsors is a function of the number of listeners and their appreciation of the program which is based on the program content. At the moment when the content has not been developed, it is rather difficult to predict how listeners will respond. However minimum targets for listeners and income can be stated:

- The program is supposed to attract significantly more listeners as any other program of RFA that is aired during prime time. This will enable RFA to seek additional income from sponsors and advertisers for the program
- As the program opens up communication channels to rural producers, the program is expected to attract new advertisers and sponsors that have not been regular customers of RFA. In this respect, the program enables RFA to diversify its customer base
- Currently all programs of RFA have sponsors, but the new program for rural producers will be segmented for several sponsors and spot advertisers. This will effectively increase the proportional income generated by the half hour program

While the normal studio production and airing costs of a program are well known, the planned program is expected to incur additional costs because of field research and interviews, expert visits, feedback from listener panels and groups, etc. Some of these costs are met by RLDC but it is agreed that RFA will eventually absorb these costs when income levels rise.

Taking all points into consideration it is expected that the program for rural producers will break even latest by August 2009. Long term sustainability will be regarded as achieved if RFA manages to

- Maintain the break even position over several months, also considering expenses that RLDC absorbs during testing
- Increase and diversify its income from sponsors and advertisers as described above
- Increase and maintain relationships with content providers

Sustainability of the program idea is however not only related to RFA but also other radio stations in and outside of the Central Corridor. The proposed intervention aims at stimulating lasting change within the media houses in terms of use of radio in reaching out to the rural producers and the general rural communities. Media houses will be enlightened to see opportunities that exist in terms of investing in targeting rural audiences. There are high expectations that other radio stations will replicate and scale up the project elsewhere in Tanzania and the program will run on a sustainable basis for a long time using advertising revenues.

Annex 1: Logical Framework

Project Objectives	Objectives Verifiable Indicators (OVI)	Means of Verification (MOV)	Data gathering methods	Assumptions
<p>Goal: Improving the welfare of rural producers by increasing the level of competitiveness in the market system.</p>	<ul style="list-style-type: none"> • Number and value of business transactions reported • Number and value of contractual relationships • % of enterprises reporting successful linkages • Number of new technologies presented with favorable audience response 			Favorable policy environment for Agriculture development
<p>Purpose /Objective: Purpose Improve the commercial radio market system through the testing and demonstration radio programs targeting the rural producers.</p> <p>Overall Objective To improve access to information that responds to the needs of rural producers and SMEs.</p>	<ul style="list-style-type: none"> • Increased revenues/profits to SMEs and rural producers • Improved awareness and knowledge of key business issues • 1 radio program targeting rural producers and SMEs produced + broadcast • Secondary/ref media developed • Increased income for RFA • Involvement of rural producers and SMEs in content development • Increased program listenership and satisfaction 	<ul style="list-style-type: none"> • Farmer case studies baseline and end line • RFA revenue reports • Service provider case studies/assessment baseline and end line • Listener feedback information from tale research panel and listener groups • Content provider assessment • Content monitoring including advertising tracking and analysis • Media ratings • Input provider sales information 	<ul style="list-style-type: none"> • Baseline and end line survey including focus group discussions and in-depth interviews • Tele-research reports • Listener groups reports • SMS, e-mails and letters • Purchase of standard media ratings and monitoring reports • External final evaluation • RFA reporting 	Donor Goodwill
<p>Outputs:</p> <p>1. The technical, financial and human resources capacity of selected radio station is enhanced to deliver the radio program</p>	<ul style="list-style-type: none"> • 1 radio station partnership agreement entered into • 7 members of radio station staff trained • New knowledge applied by staff involved in the program • Policy issues researched, scripted aired • Amount of coverage devoted 	<ul style="list-style-type: none"> • Service provider Mousy • Capacity building report including: TNA reports and training/workshop reports • TNA report • Training/workshop reports • Policy issue schedule/descriptions • Database of lobby groups 	<ul style="list-style-type: none"> • Training needs analysis and evaluations • Listener groups • Road shows/road show reports • Investor/sales reports • SP case studies • Meetings with SP senior management • Workshops/seminars 	Continued availability of appropriate technology

	<p>to issues by stakeholder partners</p> <ul style="list-style-type: none"> • Studio and production equipment acquired • 6 months program thematic and content maps developed 	<ul style="list-style-type: none"> • Presence and use of studio and production equipment • Existence of thematic and content maps 	<ul style="list-style-type: none"> • Workshop evaluations • Listener groups • Case studies • Tele research • CP assessment 	
<p>2. The selected radio station is facilitated to develop and test a financially viable radio program.</p>	<ul style="list-style-type: none"> • 1 program piloted, launched and aired • Advertising sales (minimum 30% revenue) achieved • 3 investor workshops • Marketing activities including 4 road shows with merchandising undertaken 	<ul style="list-style-type: none"> • Pilot production report including: testing feedback report, program clocks, program format, farming calendars, production meeting minutes, production schedule, content maps, on air promotional schedule, e-mail addresses and archiving database • Pilot program (plus imaging) x4 on CD Rom • Recordings of transmission on CD Rom • A marketing plan developed • Road show report and road show schedule • Merchandising materials • Investor reports including sales presentation, field trip reports, sales reports and media orders, seminar reports, workshop reports 	<ul style="list-style-type: none"> • Workshops/seminars/field trips • Production meeting minutes • Meetings with investors • Meeting minutes • Workshops/seminars • Workshop evaluations • Meeting minutes 	
<p>3. Information and Communication Technology channels are developed and integrated for distribution of information to rural producers and SMEs</p>	<ul style="list-style-type: none"> • ICT service channels included in program • One service provider enlisted • Intranet facility for project stakeholders created • 2 applications (1 SMS, 1 IVRS) introduced and publicized 	<p>MONTHLY REPORTS INCLUDING:</p> <ul style="list-style-type: none"> • Signed service provider contracts • SMS content narrative • Monthly interaction reports • 1 IVR service • 1 SMS service 	<ul style="list-style-type: none"> • Workshops/seminars • Workshop evaluations • Meeting minutes • Service provider evaluation reports • Training needs analysis and evaluations 	<p>Continued availability of appropriate technology</p>

	<ul style="list-style-type: none"> • 2 content providers contracted • 25% repeat interactions per application • Improved revenue for service providers in introduced ICT services attributable to the program 	<ul style="list-style-type: none"> • 1 marketing plan • Directory of intranet resources • Database of users 	<ul style="list-style-type: none"> • SMS/IVRS interaction reports 	
4. Service providers, content providers and sponsors are facilitated to deliver pertinent services and products to promote the commercial radio market system	<ul style="list-style-type: none"> • 3 training programs per service provider undertaken • 3 MOUs with Service Providers • Content provider involvement and coverage enhanced • 3 service providers brought on board 	<ul style="list-style-type: none"> • SP contract • Content Provider Mousy • Content Provider database • Training/workshop reports 	<ul style="list-style-type: none"> • Meeting minutes • Content provider evaluation reports • Workshop evaluations • seminars 	<p>Favourable attitude towards media by content owners</p> <p>Efficient services provision to the media sector</p>
Monitoring and Evaluation (Media research)	<ul style="list-style-type: none"> • Desk review of available research information on rural farmers • 12 focus groups 2 per district • 1200 interviews questionnaire of 30 minutes • 1200 interviews questionnaire of 1 hour • farmers visited twice • Meetings at the station groups 2 per district • 22 panels • 1 Project M&E report 	<p>MONTHLY REPORTS INCLUDING:</p> <ul style="list-style-type: none"> • Desk review reports • Focus groups discussion reports • Quantitative farmer survey baseline report • Quantitative farmer survey endline report • Farmer case studies reports • Radio station case studies report • Listener groups reports • Listener panel report • Final M& E report 	<ul style="list-style-type: none"> • Desk review • Focus group discussions • Quantitative rural producers survey • Quantitative rural producers endline survey • Rural producers case studies • Radio station case studies • Listener groups feedback • Listener panel feedback • Report writing 	<p>Supportive environment among stakeholders for M&E activities</p>

Annex 2 Budget

Annex 3 Radio Free Africa Profile

Radio Free Africa Ltd is a subsidiary company of Sahara Communication and Publishing Co. Ltd. (SCPC). The company is a leading electronic media house that own, controls and manages three successful broadcasting stations in Tanzania consisting of a television and two radio stations including Radio Free Africa.

SCPC is wholly owned by indigenous Tanzanians and has established Mwanza City as the main operational centre. The company was incorporated in 1992 after a change in the national politics and made room for multi-party politics to take shape which in-turn liberalized the media industry, thus opened up the industry to private investors.

At its inception, SCPC entered into the print media by producing two publications namely Weekly Mail and a biweekly Kiswahili newspaper Msanii Afrika which is still in existence.

Radio Free Africa (RFA) has been broadcasting from Mwanza Tanzania since 1995. In 1997 RFA started broadcasting 24 hrs per day and in the two years after, it grew to exhaust its allocated quota of five broadcast regions.

With the recent change of national broadcasting quotas policy, RFA and Star TV are licensed as national commercial service broadcast stations with a mandate to provide service through out the country.

To date SCPC operates a combined number of 39 TV and radio transmitters spreading within the borders of Tanzania; and the number is growing the radio station is planning to place itself at the top of the commercial service broadcasters.

Data provided by leading media monitoring agents rank stations like RFA, Kiss FM and Star TV as leading brands names in the Tanzanian broadcast industry with audience figures of 15mil, 10mil and 8mil respectively and a combined commercial market share of 54%.

Capacity, Staff and Management structure:

In their Management structure, RFA is under control of the Managing Director of SCPC. The MD is supported by key technical advisers including Research & Planning Manager (RPM-SCPC), Administration & Public Relations Manager (APRM-SCPC), Financial Manager (FM-SCPC) and Senior Technical Manager (STM-SCPC).

Within this structure RFA is a department which is headed by Programs Manager (PM). The PM is obliged to conceive, plan and create content for RFA. This entails ensuring that the content products in round the clock programming meet the goals of the audience, requirements of TCRA regulations and overall corporate objectives.

PM for RFA in coordination with RPM are involved in strategic planning, resource allocation, human resource modelling, innovating production methods, and coordination of people and resources.

Programs

RFA currently does not have scheduled and consistent programs on agriculture. But they have awareness raising programs being aired to promote production of cotton and tobacco crops and sustainable fishing practices in Lake Victoria over a period of time.

The cotton programs "Pamba yetu" are developed and packaged by the Tanzania Cotton Board and aired by RFA as public service adverts at reasonable rates. The Tobacco radio intervention programs are produced jointly between RFA and Tanzania Tobacco Board and aired by RFA under similar arrangements.

The same applies to the sustainable fishing programs which are entirely produced and aired by RFA in collaboration with Mwanza regional Fisheries Department.

RFA has 28 other radio programs being aired routinely. Most of the programs are sponsored.

Format and Broadcasting

RFA broadcasts in Kiswahili, 24 hours a day. It comprises a music based format coupled with extensive news and features coverage. News and sports content is sourced from a range of domestic and international sources including; BBC, Voice of America, and national news provided by Radio Tanzania (8.00pm daily). RFA news teams compile local news from the Lake zone. It has a fully equipped outside broadcast unit capable of handling live events. Features content focuses on women and family, with recent programming including content relating to; women's empowerment, street children and HIV education. Peak audience periods are between 7am – 9am and 6pm – 8.30pm. There are currently no rural business specific programs on air.

Technical Capacity

Radio Free Africa has the capacity to produce radio programs both in the field and post production suites at Ilemela studios. This is made possible by deployment to the field of very portable audio recording equipment. This equipment is easy to operate leaving the presenter or resource person to concentrate on the contents of the recording.

The recorded material is then brought back to the studios for post-production where it is edited to remove unsuitable material and condensed to fit the program duration. Sound effects and signature tunes are also added and the whole program packaged using digital technology. The digital technology consists of non-linear editing equipment using the best audio editing software. The broadcast studios are integrated and equipped with computerized music and format control systems. In addition, they have integrated production facilities capable of content storage and retrieval. The production team produces all program imaging in house as well as offering advertisers production facilities.

RFA uses this same process and equipment to produce programs for the Tobacco Board, Fisheries, in house-productions, commercials for clients, promotions for their programs and jingles for their station identities.

Revenues

The station revenues are centered on advertising and sponsorship, with growth in revenue to 14% of the total advertising revenue. Most revenue generated is targeted at its urban population although around 30% is driven by its local market presence in the Lake zone. Revenue growth is in line with coverage expansion and it now commands one the highest radio advertising share in Tanzania. There are currently no agriculture/rural business specific advertisers on air, although some local business advertising is sourced as classifieds. However, the station would like to see development of this area. RFA will also sell airtime – a number of recent programs were paid for by donor funds.

Annex 4 Potential Service Providers

Content Providers

- Sokoine University of Agriculture (Institute of Continuing Education in the Department of
- Ilonga Agricultural Research Centre (Ministry of Agriculture and Food Security)
- Msimba Seed Farm (Ministry of Agriculture and Food Security)
- Syngenta
- Tanseed
- Mviwata
- Technoserve

Media Research Services

- Research International Tanzania
- Steadman Group Tanzania

Advertising Companies and Agencies

- ZK Advertising
- Century Saatchi and Saatchi
- Prime Time Promotions
- Advert International

Advertisers

- Syngenta
- Tanseed
- CARMATEC
- TIRDO
- Balton Tanzania Ltd

Media Integration and ICT

- Vodacom Tanzania
- Zain
- Zantel
- Simbanet
- New Africa
- Cats-net

Technology Transfer

- CARMATEC
- TIRDO
- SIDO

Policy Advocacy

- TCCIA
- MVIWATA
- TFA