

Media for the 21st Century

Facilitating media development through learning, creativity and innovation

**Tanzania Media Foundation
2020 to 2023 Strategic Plan
January 2020**

Executive Summary

Tanzania Media Foundation's (TMF) strategic plan for 2020-2023 will work towards a vibrant, independent, responsible and diversified media sector. Our focus will be on improving the state and performance of the media in Tanzania with respect to public interest journalism. Currently, the media sector in Tanzania and journalism in particular is falling short of fulfilling its threefold role as watchdog, agenda-setter and gate-keeper. This is linked to country specific financial and human resource constraints, interference from political or business interests and limited understanding and use of new opportunities, such as those presented by the internet, all in the context of the existential crisis facing journalism and news media across the world.

The collapse of the traditional advertising-based business model, alongside recent changes in the country's media regulatory framework and more constraining attitudes to press freedom make media development work particularly important in Tanzania today. Over the next four years, TMF will work toward these four outcomes while bringing the Tanzanian media sector up to speed with the demands of the 21 century:

- The production of high quality public interest journalism that promotes accountability through radio and online media.
- Citizens using the media to engage with each other and with duty bearers regarding their priorities, perspectives and interests and influencing development.
- Media sector actors learning, innovating and creating solutions to sector viability challenges.
- A sustainable, innovative and effective TMF.

Our work will build on the lessons, insights and achievements of our 2015-2018 strategic plan. We will move away from grant-making which was TMF's core business to more hands-on and collaborative work within the sector with traditional and non-traditional media stakeholders, employing a much smaller team. We will remain committed to facilitating the realisation of the human rights to information and freedom of expression, promoting independent media - as watchdog, agenda-setter and gate-keeper – and journalism that contributes to strengthening the democratic process. TMF is an established brand and player in media development in Tanzania and East Africa; it has gained the trust of journalists, media owners and media development actors locally, regionally and internationally through its work and has experience and lessons gained over more than 10 years in the sector. This will contribute significantly to the organisation's capacity to achieve its 2020-2023 objectives.

The media landscape in Tanzania has changed significantly since 2015, when TMF began the implementation of its previous strategic plan, with two global trends in particular driving that change: shrinking or closing civic space and technological innovation. TMF's work will push back against the closing of civic space in Tanzania, by emphasising public access to information and freedom of expression through media. We will stimulate innovation and collaboration between technology and media sector actors, particularly small and medium sized media at local level and media start-ups, in order to harness opportunities opening up through digital transformation. Through new activities such as public competitions, a media lab focussed on experimentation, technology and innovation and emphasis on media literacy, TMF intends to create a vibrant, independent and diverse media sector in Tanzania that is not just clued up about and delivering what people are interested in but is also constantly learning, testing its own assumptions and reinventing itself so that it remains relevant.

1. Who we are

TMF is a national level non-governmental organisation (NGO), originally incorporated under the 2002 Companies Act, and licensed to operate on Tanzania Mainland since July 2019. It was set up in 2015 to contribute to transparency and accountability through media development work. We are committed to advancing the three-fold role of the media – that is, as watchdog, agenda-setter and gate-keeper - in Tanzania. We believe that media can provide a ‘check and balance on powerful sectors of society, draw attention to and sustain public interest in issues of national importance’ and provide information as well as a platform for people to discuss the critical issues of the day.

TMF emerged out of the successful implementation of the Tanzania Media Fund project from June 2008 to September 2015, thus inheriting a wealth of knowledge and networks from more than a decade of innovative media development work.

TMF implemented its first strategic plan, *Strengthening Media for Accountability*, from October 2015 until December 2018. In this strategy we worked towards increasing the professional capacity of media actors, sustainability of media houses and the quality, quantity and diversity of investigative and public interest journalism products in the media sector. During the 2015 to 2018 period TMF awarded grants to over 177 journalists and 20 media outlets and/or content producers. Our grants enabled 28 case studies of media promoting accountability through the generation of over 850 unique pieces of media content with a strong focus on rural issues and voices and generally of a higher quality than non-supported content. They made it possible for hundreds of journalists to develop and improve their capacities, several media outlets to become more sustainable and also contributed to enhanced quality of life for thousands of ordinary Tanzanians.

TMF’s governance structure consists of Members who constitute the principal organ of the organisation. The five founding members of TMF are Elieshi Lema - Executive Director, E & D Vision Publishing Limited, Robert Mihayo – formerly of Business Times and currently at HakiElimu, Pili Mtambalike – veteran journalist and formerly at the Media Council of Tanzania, Vicky Ntetema, veteran journalist and former Executive Director of Under the Same Sun and Gervas Moshiro, a seasoned media trainer and formerly the principal of Tanzania School of Journalism before it became the School of Journalism and Mass Communications of the University of Dar es Salaam. Membership to TMF is by invitation of the current Members to any person who subscribes to the objects and regulations of the Company and is resident in Tanzania.

TMF’s Board of Directors is vested with the responsibility for oversight, general supervision and direction of the organisation. Currently the Board consists of seven members – former journalists and/or media development specialists include board chairperson Halima Shariff, Fatma Alloo and Al-Amin Yusuph. Other board members Aidan Eyakuze, John Ulanga, Prudence Kaijage and Athanasia Soka have expertise in civil society, finance and accounting, organisational development and law.

TMF’s management team is currently led by Fausta Musokwa who is the interim executive director.

2. Situational analysis of media development in Tanzania

The right to freedom of expression and information are articulated in Article 19 of the Universal Declaration of Human Rights which states, 'Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive, and impart information and ideas through any media and regardless of frontiers.'

The same is also articulated in Article 18 of the Constitution of the United Republic of Tanzania which states: 'Every person - (a) has a freedom of opinion and expression of his ideas; (b) has out right to seek, receive and, or disseminate information regardless of national boundaries; (c) has the freedom to communicate and a freedom with protection from interference from his communication; (d) has a right to be informed at all times of various important events of life and activities of the people and also of issues of importance to the society.'

Independent media has a critical role to play in the realisation of the rights to freedom of expression and access to information. When media fulfils its three-fold role, as watchdog, agenda-setter and gate-keeper it also facilitates access to information, freedom of expression and development. In its watchdog role, by spotlighting wrongdoing such as corruption, media can facilitate accountability. In its agenda setting role, media can create awareness of various forms of inequality and influence public policy. In its gate-keeping role, media facilitates the interaction of diverse interests, voices and viewpoints so that governance and development processes are more transparent and inclusive. For TMF, media development involves the process of improving media performance in the role of watch-dog, agenda-setter and gate-keeper which in turn facilitates access to information and freedom of expression. Media development matters because the state and performance of the media sector significantly affects human rights and human development.

The media sector in Tanzania is currently falling short of fulfilling its threefold role as watchdog, agenda-setter and gate-keeper. It is not delivering enough high quality journalism that is driven by public priorities. This can be linked to resource constraints, interference from political or business interests and limited understanding and use of new opportunities presented by the internet.

According to the framework developed by Unesco and which TMF subscribes to, there are five principal media development categories. These are media regulation for freedom of expression, pluralism and diversity, plurality and diversity of media, a level economic playing field and transparency of ownership, media as a platform for democratic discourse, access to professional capacity building and supporting institutions that underpin freedom of expression, pluralism and diversity and infrastructural capacity that is sufficient to support independent and pluralistic media. Like TMF, DW Akademie adds media viability to these five categories and so we combine Unesco and DW frameworks to inform our media development approach.

TMF is particularly concerned with media as a platform for democratic discourse, which according to Unesco involves 'the media, within a prevailing climate of self-regulation and respect for the journalistic profession, reflecting and representing the diversity of views and interests in society, including those of marginalised groups. There is a high level of information and media literacy.'

2.1 The media development problem that TMF intends to address

As a media development organisation, TMF is committed to improving the overall state and performance of the media sector in Tanzania by promoting public interest and investigative journalism. Specifically, within the broad media development category of media as a platform for democratic discourse, TMF is interested in the sector's performance with respect to fulfilment of its threefold role of watchdog, agenda-setter and gate-keeper.

TMF's 2015 to 2018 content analyses¹ as well the 2017 and 2018 Yearbook on Media Quality in Tanzania² indicate that on the whole, the quality of media content in Tanzania is still relatively low, with particular weaknesses including coverage of the priorities and perspectives of the average Tanzanian, in-depth reporting, representation of women and use of data. Though there are many once off pieces of excellent journalism, the media sector is not consistently delivering high quality media products that are driven by public priorities and interests on all media platforms, whether print, electronic or online. According to TMF's experience of working in the sector from 2008 to date, this can be linked to human and financial resource constraints, interference from political or business interests and limited understanding and use of new opportunities, such as are currently presented by the internet and mobile phone technology.

2.1.1 Barriers to relevant, high quality public interest journalism

That there is a mismatch between media content and audience interests with respect to public good value in Tanzania is not new. It is however currently being exacerbated by the state of media sector regulation, working conditions of journalists and media workers, attitudes, limited capacity and financial constraints in media houses, political interference in media sector operations, gender inequality and the changing media ecosystem. These factors affect all media types, albeit somewhat differently and with different implications.

- a. **Media sector regulation:** Though freedom of expression and access to information are guaranteed in Article 18 of the Constitution of Tanzania, the current legal, policy and regulatory framework within which the media operates includes exceptions and contradictory laws that complicate the realisation of these rights through the media in practice. It also provides opportunities for authoritarian-style regulation and greater control over media sector content. Due to recent use of clauses in laws such as the 2018 Online Content regulations, the 2015 Cybercrimes Act and the 2016 Media Services Act to ban, fine or warn media practitioners, many journalists and editors worry that these laws may be used against them during the course of their work. Instead of focussing on doing great journalism which in itself is challenging enough, they worry about whether the story they are working on could get them in trouble. While this leads to self-censorship on the one hand it also results in greater editorial vigilance on the other. Through capacity building, media can be equipped to optimise the positive aspects of the laws to promote access to information and freedom of expression through emphasis on ethical,

¹ Available on TMF's website

² Access to the [2017](#) and [2018](#) reports.

professional and responsible journalism while research and media monitoring is useful for gathering evidence and using it to push for change of the laws.

- b. **Limited editorial and media business capacity:** Capacity constraints in the media sector are evident in both editorial and media business leadership, particularly amongst small to medium enterprises such as online content providers and local radio. Specific editorial concerns include news gathering, particularly investigative, storytelling, news production and the cross-cutting issue of professionalism while media business weaknesses often have to do with lack of management skills and experience. Young journalists enter the sector with limited practical experience and once there may not have access to professional development and opportunities to work on special reports that have the potential to influence and inform decision-making or promote accountability, with women particularly disadvantaged. With the sector struggling to keep up with traditional journalism skills, new areas such as data journalism, collaborative journalism and fact-checking and verification which have become increasingly important for public interest and investigative journalism are given limited attention. There is a need to provide targeted capacity building in this area as well as incentives and support for strong leadership and newsroom mentorship.
- c. **Journalists' working conditions:** Anecdotal evidence provides that the working conditions of most journalists in Tanzania, who are freelancers, are difficult mainly due to low pay, limited opportunities for professional development, on the job safety and security risks and particularly for female journalists, sexual harassment and lack of support. This often means that journalists are not happy on the job, making them vulnerable to interference as well as less committed to public interest journalism. In past TMF programmes to promote specialised reporting journalists not only appreciated the resources that TMF made available for them to cover stories in underreported areas, they also reported enjoying their work and being able to learn in the process and thoroughly follow through all the elements of a story. In order to improve journalists' working conditions, research needs to be conducted first so that relevant and scalable interventions are developed. Leadership and management of newsrooms must be targeted for organisational changes while journalists themselves must be skilled to better articulate and address their working conditions.
- d. **Editorial interference:** Political and other forms of interference in media sector operations happen in different ways in Tanzania. Politicians sometimes own or informally finance media or are close enough to media owners and editors to influence media content. In other instances, politicians and business people directly fund journalists to ensure [favourable] coverage of their activities, thus reducing the latter to informal public relations officers and driving the media agenda. Although such alliances are frowned upon and publicly denounced during media sector meetings such as World Press Freedom Day, they remain significant. It is difficult to completely root out editorial interference; its consequences can however be limited through improved newsroom leadership that emphasises professionalism and ethical conduct. It can also be addressed through emphasis on nurturing young journalists so that they navigate relationships with politicians and big business in a more professional way than their predecessors. Promoting the public voice over political and business interests is key.

- e. Diversity in society, newsrooms and in news:** Lack of diversity and inequality significantly affect media content. One of the diversity challenges in the media sector currently has to do with when and how women are represented in the news. Newsrooms are oriented around gender biases, with few women in the roles of editor, manager or owner and women being given limited opportunities in areas such as investigative journalism. In addition, access to new technologies and their benefits is skewed in favour of men as well as richer, urban populations. Women not only have less access to online spaces, once online they face cybermystogyny, such as in the form of sexual harassment, hate speech and shaming through leaked images and videos of a sexual, intimate or personal nature. Thus, while technological change presents a monetisation opportunity to the struggling Tanzania media sector and a democratisation opportunity in relation to media-for-public good, it also brings to the fore the digital gender gap and may threaten advances that have already been made towards gender equality. Through capacity building and collaboration, it is possible to ensure that media development actors work includes diversity indicators and mitigates against replicating existing unequal newsroom structures. Regular media monitoring and research are critical entry points for providing a clear picture of the context and its implications.
- f. Changing media ecosystem:** Advances in technology have changed and continue to change the media landscape at an unprecedented rate. These changes are happening in ways that are hard to predict and so take advantage. Close study and monitoring as well as collection of the right data are key to helping media sector actors in this area. Limited understanding and use of opportunities emerging due to technological advancements as well as continued reliance on a failing media business model constrain media sector performance in Tanzania. Mobile phones and internet technology are continuously redefining who produces, distributes and consumes media content, the manner of that production as well as how it is consumed in Tanzania, thus bringing new audiences and introducing new possibilities into the news media ecosystem. Media and media development actors need support in order to move into this new space in a faster and more systematic way in order to keep up with the changes.
- g. Media sector revenue:** According to the *PWC Entertainment and Media Outlook 2018-2022: An African Perspective*³ revenues from the entertainment and media industry in Tanzania are set to increase by US\$655 million during this period. Currently though, most media owners and managers informally report that making money to sustain public interest journalism in Tanzania is becoming more and more challenging. This means journalists often don't get the opportunity to cover stories in hard-to-reach areas or spend too much time working on one story. It also means audience research and engagement, though key, is often not prioritised. TMF would like to see the general media sector revenue increase projected by PWC working for public good through creative and inventive public interest journalism. As media landscapes change, and new audiences emerge, the media sector needs to become more creative and innovative in order to succeed. To do this, it arguably needs to have the opportunity to experiment and test new ideas.

³ Available on www.pwc.co.za/outlook

2.1.3. Opportunities for TMF intervention

There are not many media development actors in Tanzania and currently, most focus on advocacy for better media sector regulation or providing training to journalists. Recently, international organisations such as BBC Media Action, Internews and Unesco have begun to work on promoting financial sustainability amongst community radios. TMF began to grapple with the media sustainability question as far back as 2012. We also pioneered in Tanzania a unique learning-by-doing methodology that enabled journalists to tell public interest stories often overlooked by the media while building their capacity and enhancing media sector professionalism. Through our partnership with the European Journalism Centre (EJC), we developed and launched a media lab in 2018 and in 2019 piloted an innovation challenge focussed on stimulating and promoting media sector innovation.

We believe that media actors in Tanzania urgently need support to understand, navigate and push back against barriers to relevant, high-quality public interest journalism, and particularly where this involves new spaces, audiences, relationships and dynamics opening up due to digital disruption. We plan to contribute to this through relevant and reliable research as well as by promoting innovation by trial and error. Given that media capture, capacity constraints and low editorial standards in media houses, though real issues, are often used as justification for regulation that can constrain media performance, these areas will also be addressed in our 2020 to 2023 strategy. Online media in particular is constrained by low editorial capacity and lack of minimum standard setting instruments, unfavourable legal environment and hostility, suspicion and potentially, sabotage from traditional media. TMF interventions will therefore aim to enhance quality content production, ethical and professional journalism, media failures and weaknesses such as disinformation and misinformation, particularly but not only online and promote the generation and use of innovative and creative solutions to sector challenges, particularly in the area of sustainability. We will do so while also promoting diversity and inclusiveness in the media such as by taking a keen interest in developing newsroom leadership capacities among women journalists.

3. TMF's response to the prevailing media development context and our approach

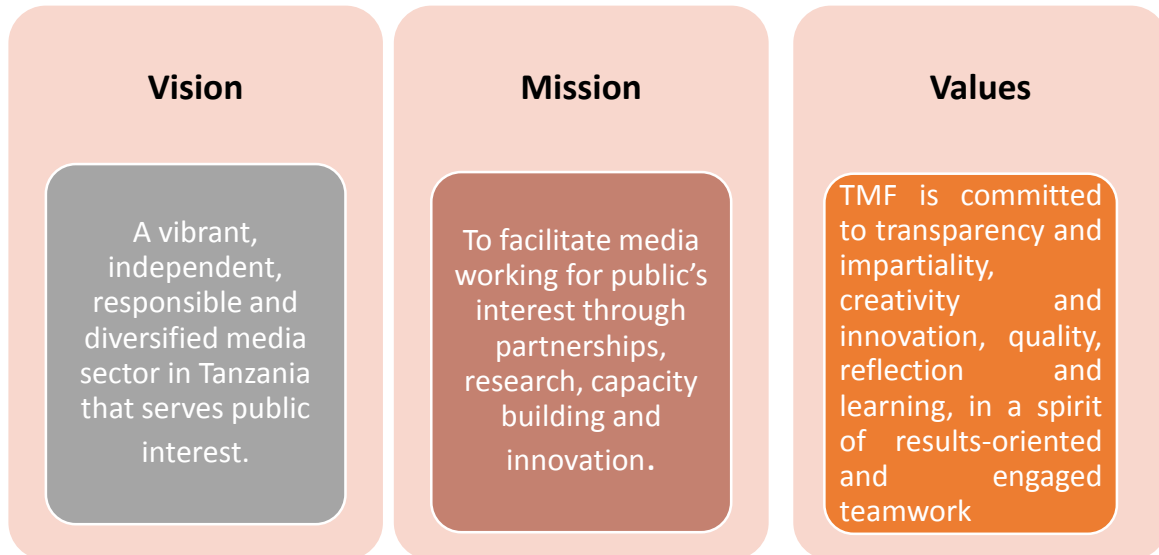
TMF will work towards its vision of a vibrant, independent, responsible and diversified media sector over the next four years by enhancing capacities and promoting learning, creativity and innovation in the media. We will focus on digital spaces and radio and prioritise the inclusion of voices usually left out of development processes with dignity and agency.

TMF defines a vibrant, independent, responsible and diversified media sector as:

- **Vibrant**; innovative, creative and constantly learning and changing in response to technological advancements as well as other challenges in order to remain relevant to consumer needs.
- **Independent**; regulated in the interests of freedom of expression and right to information; ensures editorial independence, protection of media from censorship or control by big business, government or other forms of power and from concentration of ownership. Also, media outlets in the sector have various

sources of income, invest in quality content and adequately remunerate their staff.

- **Responsible**; professional in terms of skills, ethics and pluralism of content; has or actively seeks public support and trust through generation of reliable and relevant information
- **Diversified**; representing varying and multiple interests and voices.



3.1 Our thematic focus

TMF's interventions will address current media sector challenges in Tanzania through emphasis on two mutually reinforcing but distinct themes:

- **Media for public good:** We will support, stimulate and collaborate in the production of high quality public interest content as well as make sure that members of the public in different parts of the country and at different levels have the capacity to use and benefit from media. We will focus on facilitating coverage of stories from rural communities because rural voices are underrepresented and often not given agency with respect to their representation. We will ensure that journalism content generated through our work aligns with audience interests, national development priorities, the sustainable development goals and has strategic value by identifying a set of thematic areas⁴ to consistently support and improve coverage of during the 2020 to 2023 period so that it is possible to measure media impact in promoting accountability in those areas. We will promote the acquisition of fact-checking, investigative and data journalism skills by journalists and audience engagement through enhanced media literacy (particularly at local level), research and understanding of critical issues such as gender and how these affect the media. We will monitor selected media sector trends and convene media sector actors to discuss how to address them. We will also help the public become more confident and able to navigate the multiple sources of information out there, identifying the ones most meaningful to them.

⁴ We will take a keen interest in enhancing media coverage of underreported geographical and/or thematic areas as well as those with strategic value at national and local level such as the industrialisation agenda, open contracting, investigating corruption and fostering multiple citizen-led conversations on development issues at the local level.

- **Innovation and creativity for viable media ecosystems:** We want to see more innovation and creativity in the national media ecosystem to the extent that this promotes the realisation of media working for public good. Recognising that media sector actors are struggling financially as well as to engage and sustain public attention on news and current affairs, TMF will inspire, implement or support and pilot initiatives that will help news media and journalism with public interest value in Tanzania to survive and thrive in the midst of digital disruption and over-regulation. We will set up and host a media solutions forum, through which we will focus on generating technical solutions to media sector constraints. We will support digital transformation within the media, helping journalists, online content providers and media houses to gain new skills and experiment with new storytelling approaches through TMF's Makini Media Lab. We will address issues of revenue generation and promote editorial excellence in digital native media through raising and nurturing the next generation of media owners and managers.

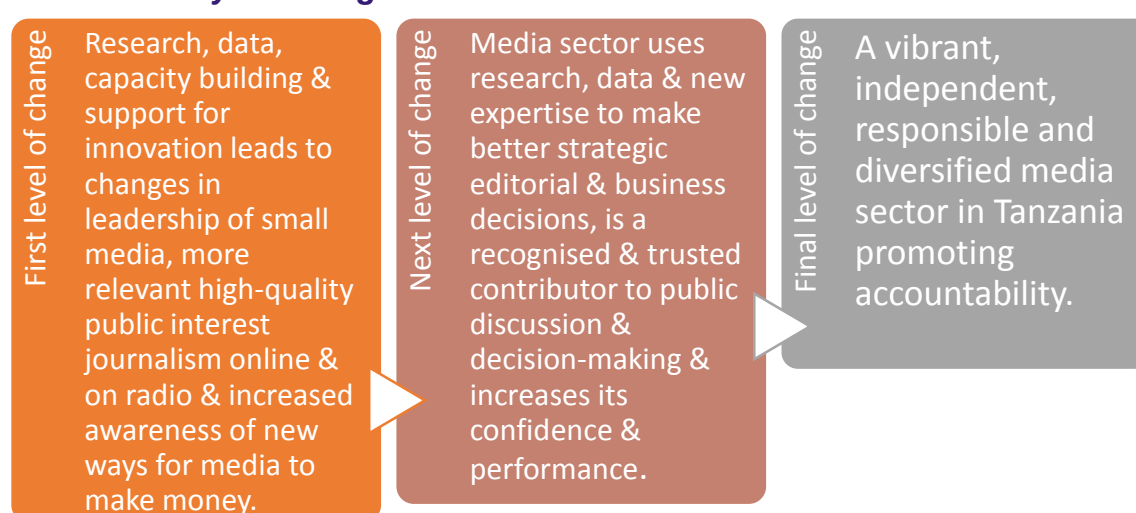
Gender will form a cross cutting theme and will be highly prioritised in our work, along with sustainable development as it is articulated nationally in the Tanzania Development Vision 2025 (TDV 2025) and internationally by the sustainable development goals (SDGs). TMF takes into account that media has a critical role to play in advancing gender equality and that the Tanzanian media space itself is yet to conform to gender equality standards. All our media development efforts will involve a gender and power analysis to ensure our interventions are designed to promote gender equality. TMF will contribute to achieving gender balance in its 2020 to 2023 strategy by being gender sensitive, gender responsive and gender transformative with respect to the following aspects of its work:

- Who makes the news and who has decision making power concerning the stories that are told and how they are told: Equality in the media paves the way for equality in society. The unequal working conditions between male and female journalists, editors and other actors involved in news and content production have an effect on media practice and media's potential contribution to social transformation. We will analyse these dynamics in each context that we work in and mitigate against our work resulting in greater levels of inequality.
- Who has access and why: While working in digital spaces, TMF will need to address the digital gender gap by looking or factoring in issues relating to accessibility, affordability, appetite and availability. Women constitute less than 30 per cent of the Tanzanians who are online and face more harassment and bullying in digital spaces. Globally, there are 250 million fewer men than women online and 184 million fewer women own mobile phones and women account for one out of four digital jobs. In rural spaces the household radio is often controlled by men meaning women may have limited opportunities in such contexts to access information. In the communities in which we will work, TMF will endeavour to understand barriers to access and discuss how to address these with local and national level duty bearers.
- Who is represented and how: We will consider and discuss when and how women are represented in the media not just in our own initiatives but more broadly, through a gender and media monitor, paying attention to how this affects efforts to achieve gender balance and engaging other stakeholders to address this. In all content that we are involved in generating, TMF will aim to

specifically increase use of women as expert sources for instance to change social norms around women’s economic, political and social participation.

With respect to sustainable development, TMF’s work with media throughout the 2020 to 2023 period will contribute significantly to three TDV2025 targets; that is, high quality livelihood, peace, stability and unity and good governance. It is also closely aligned to the 2030 sustainable development agenda. Our approach is human-rights based in that it is built on a firm belief in the rights to freedom of expression and access to information. We will contribute to better civic understanding, critical engagement with and participation in achieving the national development priorities and all 17 sustainable development goals through media coverage and citizens using media platforms to influence development.

3.2 Our Theory of Change



TMF’s long term vision is of a vibrant, independent, responsible and diversified media sector in Tanzania, promoting accountability, achieved through two mutually reinforcing levels of change.

With financial resources, staff and using its network of media experts, partnerships and collaboration, TMF will achieve the first level in our theory of change by:

- Providing capacity building and financially supported fieldwork experience to final year journalism students, journalists with under five years of experience and licensed online content providers to enable them live and work in a rural area for three months while attached to a local (preferably community) radio station.
- Working with managers, editors and owners of small to medium sized online content providers and radio stations to reorganise their newsrooms to promote and support a clear audience driven public interest journalism strategy, including thinking through where the resources would come from, how to attract and manage the right team and putting in place policies and mechanisms that will ensure editorial independence from business and other interests.
- Enhancing media literacy capacities of audiences and

- Broadly stimulating learning, discussion and innovation in the media sector through research, media monitoring, public competitions and knowledge sharing events.
- Managing a media lab so that new forms of knowledge and approaches such as fact-checking and data journalism can be introduced into the media sector.

The next level of change involves the media sector using research, data and new expertise gained from TMF interventions to consistently make better and more strategic editorial and business decisions, gaining recognition and trust as an important contributor to public discussion and decision-making and increasing its confidence and performance. This means the journalists, online content providers, editors, owners, managers and media consumers who have participated in TMF programmes continuing to model the behaviour they learned. For a media outlet committed to public interest journalism, it means reinvestment of income into content production that reflects diverse perspectives and varying and multiple interests through continuous staff development and improvement of staff working conditions and pay, audience engagement and research as well as innovation and creativity.

While the bulk of our interventions will focus on achieving the first level of change, TMF will have an influence at this second level by remaining in contact with, monitoring and incentivising past beneficiaries through public recognition and awarding of their efforts in various ways.

The final level of change involves the impact that our direct beneficiaries have on the sector's behaviour as a whole without TMF's direct intervention. It is assumed that by innovation, creativity and constantly learning and adapting to technological advancements as well as other challenges TMF's direct beneficiaries will remain relevant to consumer needs and others will copy or learn from them even without access to TMF interventions. Similarly, it is assumed that by modelling responsible journalism, TMF beneficiaries and those influenced by them will face less official regulation and interference and gain more public appreciation, increasing audience trust in media.

Also, though TMF will not do direct advocacy work to ensure that media is regulated in the interests of freedom of expression and right to information, it is assumed that having demonstrated the benefits of media to rights holders and duty bearers, others will use these examples to advocate for greater independence and self-regulation. With citizens also more aware of the importance of editorial independence, protection of media from censorship or control by big business, government or other forms of power and from concentration of ownership, it is assumed that they will be more engaged in shaping media sector regulation.

Some of the key assumptions that our theory of change makes are summed up below:

- There will be demand for and interest in TMF's interventions within the media sector and TMF will be able to mobilise human resource and expertise to deliver its strategic interventions.
- The country's media environment will remain conducive for journalists to cover public interest stories around the country during the 2020-2023 period.
- The media sector will be interested in improving its performance and will broadly buy into TMF's definition of quality.

- The state will respond positively to public debate and discussion.
- The public will be willing to engage with and through media.
- Other institutions in the country's accountability infrastructure such as the legislature, executive and judiciary will function effectively.

3.3 Outcomes, outputs and activities

We will implement eight strategic activities under the following four outcomes:

- **Outcome one:** High quality public interest journalism promoting accountability through radio and online media; contributing activities include:
 - Enhance rural and development reporting
 - Develop 21st century newsroom leaders
- **Outcome two:** Citizens using the media to engage with each other and with duty bearers regarding their priorities, perspectives and interests and influencing development.
 - Develop citizen capacity to use media
- **Outcome three:** Media sector actors learning, innovating and creating solutions to sector viability challenges.
 - Conduct research, media monitoring and knowledge sharing
 - Conduct Media Innovation Week
 - Manage TMF's Makini Media Lab
- **Outcome four:** A sustainable, innovative and effective TMF.
 - TMF transformation, sustainability and strategic leadership
 - Effective and efficient TMF operations

The following table elaborates on the 2020-2023 outputs, outcomes and key indicators of progress and achievement. Strategic activities will sometimes contribute to the realisation of more than one output and the four outcomes, though distinguishable, will reinforce each other. For instance, both outcome two and three will reinforce outcome one.

Outcome One: High quality public interest journalism promoting accountability through radio and online media			
Objective	Detailed Activities Description	Outputs	Indicators
High quality public interest journalism promoting accountability through radio and online platforms.	<p>Enhance Rural and Development Reporting: <i>Conduct a rural immersion and development reporting internship for 90 young journalists and online content providers, 50 per cent of them female. 10 final year journalism students, 10 legacy media journalists with less than five years' experience and 10 journalists from online content providers annually attached to a rural community radio for three months, guided to file regular news stories as well as two special reports, mid-way through and at the end of the programme. Participating radio stations sign a partnership agreement with TMF for the 2020 to 2023 period in order to access technical and staff development support related to business, editorial and governance of up to a certain value as well as use the mentor attached to the journalists placed at the station.</i></p>	<p>Increase in professional capacity, skills and performance of participating newsrooms, journalists and online content providers.</p> <p>Increase in quality, diversity and relevance of content to development actors such as communities, leaders and other consumers of IJ/PIJ in the Tanzanian media ecosystem through TMF</p>	<ul style="list-style-type: none"> • 90 journalists and online content providers and 30 media business leaders mentored to increase their skills and improve their performance in IJ/PIJ, innovation and creativity. • 30 newsrooms leaders mentored to promote innovation, creativity and quality IJ/PIJ in their newsrooms by December 2022. • 180 special reports (radio/online) published by 2023. • All content produced by TMF partners is gender sensitive, responsive or transformative and redefines gender standards broadly and in participating media. • Women's representation in media is increased and improved. • Quality of TMF partners' products is higher than quality of non-partner media products. • Performance of 20 media outlets with respect to watchdog, agenda setting and gate-keeping journalism improved.
	<p>Develop 21st Century Newsroom leaders: <i>Implement four cycles of a nine-month fellowship programme for a total of 30 new media owners, managers or editors each to promote integrity, innovation, gender equality, good working conditions, public engagement and viability in the design and management of newsrooms, media outlets and online content platforms. In the first half of 2020, local and international experts and media sector actors will be consulted to design a locally relevant curriculum to improve newsroom leadership skills. This will be delivered through series of residential or online master classes in the first six months. In the last three months, each participant will develop and implement a transformative initiative in the newsroom/media outlet or content platform he/she is attached to.</i></p>		

Outcome Two: Citizens using the media to engage with each other and with duty bearers regarding their priorities, perspectives and interests and influencing development.			
Strategic Objective	Detailed Activities Description	Outputs	Indicators
Citizens using the media to engage with each other and with duty bearers regarding their priorities, perspectives and interests and to influence development	<p>Citizens using media: <i>Conduct 80 workshops with 2000 community members to identify strategic issues of public interest, build media literacy and enable communities to influence media.</i> Two workshops per site will be conducted in 10 sites across the country where TMF's 10 strategic media partners are located, with the goal of getting communities and community members to recognise their role in influencing media coverage as well as using media to influence local-level development.</p> <p>A baseline will be conducted and a media literacy curriculum covering laws such as the 2015 Cybercrimes Act, recognising misinformation and disinformation and more will be developed by June 2020. Community members would also be involved in monitoring media and awarding public interest journalism in their community media.</p>	Increase in media literacy and use of media to engage with development issues	<ul style="list-style-type: none"> • Media literacy capacities of 2,000 community members increased by 2023. • More women and young people are using media to discuss and address their concerns. • Ownership of mobile phones by sex mapped out in partner communities by December 2020. • Decrease in ordinary people in target communities violating and being prosecuted under the Cybercrimes Act.
Outcome Three: Media sector actors learning, innovating and creating solutions to sector viability challenges.			
Strategic Objective	Detailed Activities Description	Outputs	Indicators
Media sector actors learning, innovating and creating solutions to sector viability challenges.	<p>Research, media monitoring and knowledge sharing <i>Create, curate and share knowledge, analyses and insights through events, research, critical review and monitoring of trends affecting media and independent journalism in Tanzania:</i> TMF will conduct research, surveys and media monitoring to promote better understanding of areas such as gender, news consumption patterns and attitudes amongst the public, trust in media, media business and revenue trends and access to information. We will collaborate with other media development organisations to convene media</p>	Reliable media sector data, analysis and insights are generated, discussed and used by media stakeholders	<ul style="list-style-type: none"> • Four key media sector trends to monitor during 2020-2023 strategy period identified by June 2020. • Monitoring conducted and report on trends published and shared with stakeholders. • Four major media stakeholder events convened annually to discuss media sector trends. • Four public competitions held by June 2023

	<p>stakeholders for commemorative, learning and networking events on World Press Freedom Day (WPF), International Day to End Impunity and International Media Ethics Day, during which we will share key media-related insights and research findings while also collecting feedback that will help us to improve our activities.</p>	<p>Media sector innovations related to content production and distribution are developed and tested</p>	<ul style="list-style-type: none"> • Media Solutions Forum is established by June 2020 and convened annually to discuss media sector solutions. • Media Innovation Week conducted annually from 2020. • TMF's Makini Media Lab provides regular fact-checking and data journalism support to media stakeholders through monthly fact-checking and quarterly data-journalism events. • 10 online content start-ups, 50 per cent owned by women, incubated and generating revenue by December 2022. • 100 data driven stories produced and published through Makini Media Lab programmes by December 2022. • 72 critical journalism and media review blogs pieces published by June 2023
<p>Hold a media innovation week <i>Annual media innovation week to bring together actors in the media and information ecosystem to discuss, showcase and inspire innovations that enhance access to information and freedom of expression:</i> This strategic activity will involve an annual media solutions public competition, innovation awards and discussion of innovation trends. The week will also involve awarding an individual, department or other entity nominated by members of the public from the public sector that has exemplified innovation and excellence in promoting access to information or freedom of expression.</p>			
<p>Manage TMF's Makini Media Lab <i>Design and implement innovative learning, story-telling, fact-checking, data, verification and media business solutions through TMF's Makini Media Lab to enhance the sector's responsiveness to political, social, economic and technological changes affecting the media environment.</i> The Makini MediaLab is already set up at TMF. During the 2020-2023 period activities will include setting up an online resource centre through which TMF will share results, lessons, insights and case studies from all its work both prior to and after 2020 and engage the public for feedback. Makini MediaLab will run a thematic data journalism class in which 10 journalists per 3 month cycle will participate by working with civil society and other experts on data-driven stories of their own choice using existing data sets. We will also implement other collaborative content production activities such as a monthly Friday event called Fact-check Friday involving fact checking of a current affairs,</p>			

	politics, development or other issue submitted by the public via TMF online platforms, through a customised methodology which will also be shared and discussed so that other media sector actors can apply it. The Lab will also run an incubator/accelerator for 10 online news start-ups, for the whole four-year period.		
Outcome Four: A sustainable, innovative and effective TMF.			
Strategic Objective	Detailed Activities Description	Outputs	Indicators
A sustainable, innovative and effective TMF	<p>TMF transformation, sustainability and strategic leadership <i>Transform Tanzania Media Foundation into a competent, creative, innovative and sustainable media development organisation through talent acquisition, development and retention and strategic portfolio development.</i> In the first year, this strategic activity will involve organisational capacity assessment and staff recruitment. In subsequent years, it will involve implementation of strategic sustainability activities including building staff capacity, staff retention and development and strategic networking and partnership-building.</p> <p>Effective and efficient TMF operations - Effectively and efficiently govern Tanzania Media Foundation to scale up impact of media in Tanzania, through robust systems, policies and procedures: All administration and support activities fall here.</p>	TMF is fully operational and effective throughout 2020-2023 and organisational sustainability is enhanced beyond 2023.	<ul style="list-style-type: none"> • 2020-2023 implementation team recruited by March 2020 and retained until December 2023 at least. • All TMF staff attend professional development activities every year from 2020 to 2023. • Mid-term evaluation of 2020-2023 strategic plan conducted by December 2021 • Final evaluation of 2020-2023 strategic plan conducted by September 2023 • TMF 2024-2028 strategic plan developed and shared with potential funders by December 2022.

3.3 Stakeholders, target groups and partnerships (see also TMF's strategic partnership paper)

In its previous strategy, TMF interventions targeted journalists (mainly mid-career), media managers and owners, media outlets and independent content producers.

Going forward TMF will work with the following target groups:

- Young journalists, editors, media owners and media managers: TMF will increasingly target young journalists in its interventions to ensure that young people can influence the national narrative as well as to equip them with relevant skills and networks to enable them work in a changing media ecosystem.
- Online content producers: TMF interventions will focus on capacity building to enhance professionalism, with particular emphasis on ethics and fact-checking.
- Community media and radio in particular to amplify citizen voices and concerns, provide communities with relevant knowledge as well as to effectively connect people across the country to address national development challenges; we will do so having mapped out how and where other actors already in this space are working.
- Media development organisations, press clubs and journalists' associations to enhance local understanding, discussion and collaboration to resolve emerging media sector challenges whether regulatory, technical, ethical or financial.
- National, regional and international civil society organisations to enrich media sector content and public interest journalism and to facilitate more effective media-civil society partnerships and learning as well as to scale up lessons.
- Technology sector actors including app developers, to generate technological innovations that address media sector challenges or harness media sector opportunities
- Community members, media audiences and citizen journalists: to enhance media literacy, understand media consumption and strengthen public appreciation of media.
- Government communicators and information officers, Tanzania Communications Regulatory Authority, Ministry of Information, Youth, Culture and Sports, Department of Information Services: share information aimed at improving access to information for journalists and other citizens and the country's media regulation framework.
- Women, young people and people with disabilities: to amplify voices and address media representation of women, young people and people with disabilities for social transformation.

TMF did a mapping of media sector actors in 2017 which it will update in the first quarter of 2020 to clearly outline how the organisation will seek new or build on existing partnerships with local and international media development actors towards reaching its intended goals during the 2020-2023 strategy implementation period. We have in the past supported the MCT's Excellence in Journalism Awards Tanzania and World Press Freedom Day. These partnerships have been useful and TMF will continue to be part of the organising committee for both.

TMF has a wide network of former grantees and partners amongst journalists and media outlets in Tanzania which it will also leverage for results. TMF, BBC Media Action, Unesco and Internews regularly meet to discuss what they are doing and how our media development approaches can enrich each other. TMF will continue to engage with these and other media development organisations that focus on capacity

building. Though we have not been an active member of the Coalition on Right to Information (CORI), TMF has in the past supported and engaged in the CORI's advocacy efforts. Going forward we will continue to do so. TMF will also seek to work with other relevant media sector organisations such as the Union of Tanzania Press Clubs (UTPC), the Tanzania Media Women Association (TAMWA) and the Tanzania Editors Forum (TEF).

TMF's international networks include the Global Investigative Journalism Network which it formally joined in 2018. TMF will continue to contribute to the network as a member and through it reach out to and connect with other actors doing similar work. TMF is also well connected at regional level, having collaborated with organisations such as the African Centre for Media Excellence (ACME) in Uganda and with plans to work with Africa Fact Check, based in Kenya as well as the Collaboration on International ICT Policy for East and Southern Africa (CIPESA).

3.5 Monitoring, evaluation, accountability and learning (MEAL)

How will we decide what we do? Baselines are important programme management tools. A baseline study covering all the indicators in our monitoring and evaluation (M&E) framework will be conducted between January and June of 2020 in order to more concretely inform our contextual understanding of the issues will address through our eight strategic activities from July 2020. Thereafter, key data describing the external context will be updated and reported on regularly. A socio-economic and political analysis was conducted during preparation for the 2020-2023 strategic phase; a detailed gender and power analysis will be incorporated into the baseline and key assumptions will be documented and linked to the contextual factors that informed them.

How will we know we're on the right track? An M&E framework that details key milestones indicating significant progress in the programme delivery, indicators that will tell us the milestones have been achieved, and sources of information regarding their achievement has already been developed but will be elaborated during the January to June 2020 period, when the baseline will be conducted. Key internal M&E tools, methods and processes that will be used to track and measure progress towards our targets are:

- Comprehensive baseline study, including public perception survey, conducted in year one (2020) and year four (2023) and updated through annual audience and media consumption surveys and media sector monitoring and research reports produced by TMF.
- TMF annual reports, including annual case study report
- Mid-term review (2022) and final evaluation (2023)
- Organisational capacity assessment in year one (2020) and year three (2022)

Other internal reports will include activity and event reports, an annual audit report and annual staff appraisals. External reports will include media partners' reports, media landscape reports produced by various media development organisations such as the annual EJAT report, the Media Ownership Monitor and Quality Yearbook.

How will we make strategic decisions about the programme's trajectory?

Regular internal review processes will be built into the programme management cycle. These reviews will use the monitoring data collected through formal systems and processes, as well as data collected informally through direct and indirect partner

engagement. These reviews will be conducted quarterly and will take the form of an externally facilitated, documented, two to three-day process involving all staff. In the fourth quarter of the year, an annual planning and review exercise will lead to the generation of an annual report and an annual plan that will be discussed with the TMF's board and members and shared with TMF donors. A mid-term review and final evaluation will be conducted by external, independent consultants and results documented in reports that will be public documents accessible to TMF staff, partners and funders.

How will we share what we know? Documenting learning is critical, but even more important is the sharing of such knowledge and learning. One of TMF's outcome areas involves promoting media sector learning; TMF expects to conduct research and publish at least two one report a year as well as a bimonthly critical review of journalism. We will also publish all our evaluations; and use the organisation's social media platforms to highlight more immediate learning. In addition, the programme team will document and share a minimum of 10 case studies from our partners' work over the course of the strategy.

How will we be accountable? We will develop an annual plan and publish an annual report including audited financial statements for an external audience and ensure that information from the programme is documented and shared in public forums. Partners will be consulted on a regular basis regarding the performance of the TMF programme management team and systems. Wherever possible, feedback on research and programme plans will be shared directly with target audience or citizens. An annual statutory audit will be conducted and quarterly board meetings held to report on implementation progress.

4. Governance and management

Towards the end of our previous strategy in 2018, TMF and its then core donors, Embassy of Switzerland in Tanzania and Embassy of Ireland agreed on a six month transition plan, which commenced in January 2019. The plan provided TMF the opportunity to evaluate its 2015-2018 strategic plan implementation, wind up pending projects, address organisational weaknesses and re-envision our organisational identity as a whole. As a result of reflection, self-assessment and evaluation during that period, TMF made the following changes towards improving organisational effectiveness:

- Change in core business, from grant-making to technical support for promoting learning, creativity and innovation.
- Change in leadership
- New staff
- Review and updating of all organisational policies

In its 2020-2023 strategy, TMF will focus on building capacity and supporting public interest journalism, the work that we were most successful at during the 2015-2018 period and work with a smaller and more effective team guided by policies and systems that have been reviewed, updated and strengthened. TMF will place more emphasis in an area of work we had been doing at a much smaller scale previously, stimulating and promoting innovation in the media sector as well as supporting digital transformation within the Tanzanian media sector. During the 2020-2023 period, TMF intends to engage at least one new staff member who is highly skilled in this area as well as develop its current team's capacities. This means that in year one of our

strategy emphasis will be on TMF transformation. This will be achieved through learning visits and on and off site training. Throughout our strategy staff learning will continue with staff identifying learning needs and incorporating an individual learning schedule into their annual work plans.

In order to fully meet its 2020-2023 Strategic Plan goals, TMF will need to engage a team that consists of seven people; an executive director, finance specialist, programme management specialist, two senior programme officers, an administrator and an accounts and administration officer. However, we recognise that we may not raise all the funds we require for this level of operation and so intend to begin our 2020 operations with the existing team of four. We also have developed a second operating scenario in which TMF prioritises six⁵ out its eight strategic activities and engages a team of five staff (executive director, finance specialist, programme management specialist, one senior programme officer and an administrator) will also working with consultants and volunteers.

TMF’s current governance bodies include Founding Members, who meet at least once a year during the annual general meeting and a Board of Directors that meets at least four times a year. The board is responsible for oversight and strategic leadership.

TMF will regularly monitor risk through the application of its risk management policy. All risks are listed in a risk register and classified in one of the following groups - governance and management, media environment and media capacity. These risks are monitored and reported on to the board every quarter and through monthly management meetings.

4.1 Indicative budget

	Outcome	Budget in USD by year				
		2020	2021	2022	2023	2020 - 2023
1.	High quality public interest journalism promoting accountability through radio & online platforms	409,718	396,718	396,718	73,874.	1,277,029.
2.	Citizens using media to engage with each other & with duty bearers regarding their priorities, perspectives & interests & to influence development.	232,156	232,156	232,156	55,892	752,358.
3	Media sector actors learning, innovating & creating solutions to sector viability challenges.	424,775	410,113.	384,113	431,930	1,650,931.
4.	A sustainable, innovative and effective TMF	187,017	178,017	183,017	178,017	726,067.
5.	Administration	408,013	321,013	321,013	321,013	1,371,052.
	Total budget	1,661,678	1,538,016	1,517,016	1,060,725	5,777,436

⁵ The six priority activities are outcome 1, activity 1: Enhance rural and development reporting, outcome 1, activity 2: Develop 21st century newsroom leaders, outcome three, activity 4: Conduct research, media monitoring and knowledge sharing, outcome three, activity 6: Manage TMF’s Makini Media Lab and outcome four, activity 7: TMF transformation, sustainability and strategic leadership and outcome four, activity 8: Effective and efficient TMF operations.