

DAR ES SALAAM INSTITUTE OF TECHNOLOGY



Communication Strategy

July, 2017

Foreword

The Dar es Salaam Institute of Technology is quite aware that effective communication is a key element for successful management of any organisation; that is why it strives to ensure smooth and effective communication within its academic units and administrative organs, as well as between the Institute and its stakeholders. This effort, however, has occasionally raised a number of challenges in terms of how we handle the communication process, which includes information access, retrieval, exchange, dissemination and involvement of the media. It is for this reason that we think it is high time we had an Institute Communication Strategy that will guide us in our endeavour to communicate effectively within the Institute and beyond.

It is expected that this Communication Strategy will result in significant enhancement in the Institute's management of communication both internally and externally. Because of global, international and local dynamism in the area of communication, the proposed strategies in this document are subject to periodic reviews and adjustments.

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Principal – Dar es Salaam Institute of Technology
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Date:

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TERMS, ABBREVIATIONS AND ACRONYMS

Collaborating institutions: Institutions with which the Institute has entered into formal agreements.

Corporate communication: Activities undertaken by the Dar es salaam Institute of Technology to communicate with internal and external stakeholders as well as the wider public.

Crisis communication: Communication which is designed to protect the Institute in case of a swelling public challenge to its reputation, coupled with its brand or community or both.

External communication: The exchange of information and messages between the Institute and organisations, groups, or individuals outside its formal structure.

Internal communication: Communication involving exchange of information and messages between employees or departments across all levels or divisions of the Institute..

Organisation: A general term that refers to an enterprise, business, company, group, etc. In this document, it refers to a particular ‘institute’ – the Dar es salaam Institute of Technology.

Spokesperson: Someone engaged, elected or appointed to speak on behalf of the Institute.

Stakeholder: A person, group or organisation with a stake in the Institute.

DIT: Dar es salaam Institute of Technology

1.0 INTRODUCTION

1.1 What is a Communication Strategy?

A communication strategy, also known as a communication plan, is a document that expresses the goals and methods of communication within the Institute units, and which also addresses outreach activities, including what an organisation wishes to share with the public and whom the organisation is trying to reach. Generally presented as an internal document, a communication strategy should serve as a guide for any media and public relations activities in which the organisation is engaged.

A communication strategy can take on many different looks, ranging from a one-on-one interaction to a worldwide campaign. Such communication plan would normally seek to assist the organisation to:

- a) achieve its overall organisational objectives,
- b) engage effectively with stakeholders,
- c) demonstrate the success of its work,
- d) ensure people understand what it does, and
- e) Change behaviour and perceptions where necessary.

Communication strategies are very prevalent, since all organisations have some sort of method to portray their core message to the community. Without having a strategy that effectively reaches the predetermined target audiences, there is no way that the organisation could influence as many people. If the organisation is going to spend the time to figure out their key messages it would be best to develop a strong communication strategy.

Useful to mention here is the fact that the nature of the enterprise will determine the types of targeted audiences, and therefore determine the best and effective media or channels of Learning. The types of audiences can be a potpourri; this will also call for an assortment of channels of communication outlets.

1.2 Need for a Communication Strategy at the Dar es salaam Institute of Technology

As far as the DIT Corporate Strategic Plan (2003/2004 – 2017/2018) is concerned, the Institute vision statement reads as follows:

The vision of Dar es Salaam Institute of Technology (DIT) is to become a leading technical education institution in addressing societal needs.

The Mission of Dar es Salaam Institute of Technology is to provide a competence based technical education through training, research, innovation and development of appropriate technology.

Based on the core business of DIT, which involves teaching and learning, research, innovation and knowledge exchange, this communication strategy, among other strengths, mainly addresses DIT's Strategic Objective 10 – Marketing and Communication Improved. Some of the approaches listed to achieve this objective involve:

- a) conducting a study to rebrand the institute,
- b) developing a strategy to market the institute,
- c) strengthening public relations capacity,
- d) developing TV and radio programmes to promote the institute, and
- e) Providing electronic alumni database.

The goals of the Institute are a set of ideas that must be checked regularly. To begin with, it has to be clear which audiences the Institute is trying to reach, since it is going to be waste of effort and resources to market to the wrong target audiences. Since all people are different and require different communication and information needs, there is no an economical way to reach out to everyone at once and in the same way. The Institute has to decide what strategy will be most economical to reach as much of any identified target audience as possible. The Institute has to maintain an effective and open 'dialogue' with a diverse range of audiences and stakeholders, e.g. staff, students, prospective

students and staff, parents, press and media, stakeholders, local residents, business and community groups and alumni.

1.3 Objectives of the Strategy

For the Dar es salaam Institute of Technology, the Strategy has the following objectives:

- a) To support the Institute to deliver its vision of being the best in the region by helping it communicate effectively with previously identified target audiences;
- b) To encourage a strong sense of belonging and collective pride in the university's achievements among employees through the development and delivery of an integrated internal communication strategy, and a meaningful communication programme;
- c) To support the Institute to attract the right students and provide an exceptional experience by supporting departments in their communication planning and delivery of bespoke communications consultancy.

So, the purpose of this communication strategy is to support the Dar es salaam Institute of Technology's work to achieve the aims of DIT Vision. In so doing it seeks to:

- a) contribute to a communication model that guides all DIT communications;
- b) establish a well-coordinated and resource-efficient communication structure for the whole university;
- c) provide a regulating and supporting framework that will be useful in the Institute's communication work at all levels; and
- d) Ensure that all communication at DIT is carried out in a professional manner.

This document serves both as a policy and strategy for communication, which DIT could use to address all matters related to how to effectively communicate with its internal and external audiences.

1.4 Current Handling of Communication

All along, the Dar es salaam Institute of Technology has been communicating between and among its units, and different stakeholders and audiences outside the Institute. Although communication has been handled fairly successfully, it has become apparent that we have been guided merely by good practice; we have had no guiding principles that would guide such communication. Communication and information related to DIT's programmes and activities, products and outputs have been being collected at all levels, but there has been lack of systematic management and coordination of their dissemination. Therefore, information and data have been insufficiently used for impacting stakeholder groups and policy makers regarding DIT's aspirations and people have not been sensitised enough to take appropriate measures to support DIT's activities.

2.0 SWOT ANALYSIS OF DIT RELATED TO COMMUNICATION

In order to have a vigorous Communication Strategy, strengths, weaknesses, opportunities and threats (SWOT) that exist at DIT, and which are related to communication, have been identified. It is upon such SWOT that the strategy is designed. Below we list and describe such SWOT aspects.

2.1 Strengths

The Dar es salaam Institute of Technology boasts of the following strengths, which support a strong communication strategy:

- a) Most internal stakeholders of the Dar es salaam Institute of Technology are increasingly becoming computer literate.
- b) There isn't place, elaborate administrative structures to various audiences and stakeholders, e.g. Office of the Principal, Public Relations Office, Institute Communication and Information Coordinator,

Department of Industrial Liason and Career Guidance
etc .

- c) The Dar es salaam Institute of Technology is a reputable Institute of national and international standing. Its programmes are well known internationally and it draws quite a number of students from across the globe. It is the Institute of choice for many undergraduate and postgraduate students.

2.2 Weaknesses

The following constraints might interfere with the effectiveness and efficiency of developing a robust Communication Strategy.

- a) Little documentation about any communication strategy in the institute; in fact DIT does not have a Communication Policy.
- b) There is no clear structure on how communication functions at DIT, in practice. Sometimes the centre is not fully aware of what the units (Campuses, departments and centres) are doing, and vice versa. There are no clear rules of engagement and procedures for communication within the Institute community and with the institute's stakeholders. Feedback lines are either 'dotted' or absent.
- c) Frequent delay, distortion, and withholding of information.
- d) Fragmented communication, as a result of inadequate coordination among various units within the institute.
- e) Absence of regular assessment of communication needs to keep track of key issues and review the profile of stakeholders.
- f) Absence of clear guidelines on branding and marking. This can result in confusing messages and sometimes it may not be easy to identify the source of a message.
- g) Inadequate engagement with key stakeholders with the result that the vision, mission, core values and programmes and activities of the Dar es salaam

Institute of Technology have remained little known to stakeholders. It is also very difficult for DIT to receive feedback from various stakeholders, which is of critical importance for timely adjustment.

- h) Delays in updating the content of information and improper presentation to diverse audiences.
- i) Insufficient avenues for maintaining and developing long-term contact with alumni.

2.3 Opportunities

Apart from the constraints listed above, there are still opportunities that could be exploited as we grapple, for the first time, to develop this strategy. These are listed below.

- a) Availability of resources and infrastructure in terms of materials, technical support, human resources, etc.
- b) Increased adoption of ICT tools in and outside the Institute. Most clients and users of products belong to the knowledge society.
- c) Presence of an audience that is becoming increasingly computer literate.
- d) The Dar es salaam Institute of Technology has a very wide network of partner institutions, development partners and business partners. This network can be harnessed to further the communication outreach of the institute.
- e) The fibre-optic communication trunk has made communication faster and more reliable, both for internal and external audiences.
- f) A large pool of graduates serves as goodwill ambassadors of its programmes and activities in and outside the country.

2.4 Threats

For any new undertaking, like this Communication Strategy, there might be hurdles that will to be addressed; such hurdles are listed below.

- a) This is a change of culture – it requires complete support and buy-in from senior leadership and DIT community at large. For the larger community, there is a problem of attitude and mind-set. Changing what seems to have been working/not working so far needs personal determination from every stakeholder.
- b) Some identified channels of communication do not exist yet.
- c) Resources are very scarce – there is a need to refocus priorities.
- d) There might be threat from possible competitors fighting for the same resources, stakeholders and status.

3.0 TARGET AUDIENCES

3.1 Introduction

Target audiences are all stakeholders, whether a person, group or organisation that affect or are affected by DIT's actions, objectives and policies. The Institute recognises that its stakeholders have varying needs and different stakeholders are entitled to different treatment. There are two types of audiences: internal and external. The internal audiences are Institute management, staff, students and internal service providers. The external audiences of the Institute include the Government, the Tanzania Commission for Universities, the ministry in charge of Institute education, collaborating institutions, suppliers, industry, donors, development partners, parents or guardians, alumni, neighbouring communities and the general public and mass media. The last is one of the most sensitive and key audiences of the Institute

because if they carry clear information regarding the Institute, the Institute can better be understood.

Internal communication

To maintain a good working environment for the realisation of its vision and mission, the Institute aims at facilitating efficient and effective internal communication to staff and students as well as to all its stakeholders. DIT shall maintain a culture of two-way communication with all its internal stakeholders. This Communication Strategy should allow efficient information flow from the management to colleges, schools, departments, staff and students and the vice versa, using the suitable communication channels that are outlined in Section 4. These channels can be oral (e.g. conferences, meetings, discussions, telephones calls, Skype); printed media (e.g. letters, reports, memoranda, bulletins, newsletters, posters, advertisements, notices, banners); or digital (e.g. emails, websites, TV and radio announcements). The chosen channels should correspond to the stakeholders' needs, knowledge and conditions. However, given the current communication technologies, which are consistent with sustainable development, it is important to evaluate whether printed matter/paper-based communication is necessary at the rate it is being used now. Thus ICT/digital based communication needs to be encouraged and strengthened. Students are a special target group of this Communication Strategy. It is very important that students receive relevant information timely and are treated favourably. The information channels may include oral and written communication that students receive from lecturers, heads of department and administrators and Institute management.

3.2.1 General guidelines on internal communication

General guidelines on internal communication involve the following:

- a) Communication procedures must be taken into account when planning, negotiating or implementing a partnering or collaborative arrangement. In other

- words, a staff member planning such an arrangement should know its communication requirements and observe them.
- b) Any communication within and between the Institute and the outside must be timely, accurate, clear, objective and complete.
 - c) All communication should be easy to understand and devoid of slang, obscene, offensive or discriminatory remarks.
 - d) The Principal and Heads of Departments must be aware of all the communication matters that are going on at the institute, especially communication between the Institute and external stakeholders or partners.
 - e) Joint activities or initiatives involving another institute, government, company, organisation, group or individual must be communicated in a manner that is fair, open and equitable to all parties.
 - f) Communication among staff, students, management and between the Institute and other stakeholders must be open and collaborative to achieve the national goals and institutional mission, and to ensure quality information services to the public.
 - g) There are certain types of communication that have to be handled by the chief spokesperson and accounting officer of the Dar es salaam Institute of Technology, that is, the Principal, while other types of communication are handled by Heads of departments and units as exemplified below (See also Section 4.0 below).
 - i) Official communication, partnership, agreement or memorandum of understanding between the Dar es salaam Institute of Technology and stakeholders, such as the government, organisations, political and socio-economic leaders, universities/colleges, development partners, financial institutions, as well as individuals, must be handled by the Principal.

- ii) Communication of the Institute mission, policy and agenda within and outside the Institute must be handled by management or designated person.
- iii) Official communication between a college/school/institute/centre, department or unit and management, student or another unit within the Institute must be handled by the head of the unit.

3.3 External Communication

The Institute shall endeavour to communicate and show-case its activities in a transparent and simple way to the key external stakeholders and the general public. Important communication channels for external communication are prioritised below:

3.3.1 Institute Website

In the present time, electronic communication through Institute's website is one of the most efficient communication channels. External stakeholders should be provided with broad and easily accessible information about research, education and other activities. The content of the website should be clearly structured, up-to-date and should invite interactivity and offer easily accessible and user friendly e-services.

3.3.2 Public Lectures

Public lectures are tools of delivery and engagement with external audiences. It is envisaged that the Institute shall continue to attract prominent personalities and international academics wishing to interact and discourse with the Institute community. These engagements are critical to the enhancement of the image of the Institute to external publics.

3.3.3 Meetings

The Institute holds different types of meetings with collaborating institutions and stakeholders.

3.3.4 Media

Communication through different media like TV, radio, and newspapers shall be strengthened. Social media including Facebook, Twitter, Instagram, etc, will also offer an opportunity to reach a large number of stakeholders. To use the media successfully and achieve impact it is important to work proactively and ensure quality news and information that needs to be communicated.

3.4 Crisis Communication

The Institute shall continue to proactively prevent events that are likely to lead to loss of stakeholder confidence and to take care of events stemming from rumours and speculation that may give the Institute negative publicity. Appropriate ways to handle crisis communication should be in place to enable the Institute to respond rapidly and effectively to potentially negative situations. Given the importance of crisis communication:

- a) Only the Principal or a person authorised by him/her shall give information on crisis situations to the media.
- b) The Corporate Communication Office shall maintain regular contact with stakeholders and give advice where issues or developments appear to cause problems.
- c) The Corporate Communication Office shall monitor local and international news and events and advise the Principal on issues or events relevant to the Institute.

In case of crisis, the Institute is advised to portray an image of strong leadership by making sure that appropriate communication channels are utilised effectively. A crisis communication management team will take charge of the situation and will prepare a crisis response as explained in the immediate sub-section.

3.4.1 Crisis Response

When a crisis occurs, the Principal, in consultation with the Institute Top management, shall develop an appropriate strategy for dealing with the situation.

3.4.2 Crisis Communication Management Team

In case of a crisis, the Institute Top Management shall become the Crisis Communication Management Team (CCMT). The CCMT can co-opt other members as the situation may demand. The Institute Communication and Information Coordinator (ICIC) shall be a member of the team. She/he shall constantly monitor, interpret and manage issues with potential to escalate into crises and shall gather details about crises and approve strategies for internal and external communication.

3.4.3 Releasing Information to the Media During a Crisis

As far as crises are concerned, the media will include but not limited to news reporters, journalists, TV, radio and phone-ins. The Principal will release relevant, appropriate and verifiable information to the media regarding any crisis. The Principal shall institute mechanisms to continually monitor media coverage and respond to it accordingly. Care should be taken in answering telephone calls from journalists; one has to take time to consult with colleagues or responsible offices in order to gather correct and accurate information.

3.5 Corporate Advertising and Branding

The Institute shall use corporate advertising to continually promote a positive image of the institution to its stakeholders. Branding (See also Section 5.0) is a powerful identity tool for any organisation and should be clear to all its stakeholders. To maintain its strong brand, the Institute shall use the correct logo, name as well as the right fonts and colour at all times. The use of the Dar es salaam Institute of Technology name and logo in

advertising by collaborating partners or any institutions without authority from the Principal is prohibited and shall be subject to legal action. The production of promotional Institute material by individuals or groups at various institutional levels shall at all times reflect the correct institutional name and logo. These will include institutional and individual letterheads and business cards cover design for print media, calendars, diaries, posters, billboards, banners and certificates which bear the name of the Institute. The Communication Office shall issue a directive on the correct letter format, logo shape, and logo colour and positioning of the university-level logo where other specific unit level logos are to be used. In this case, permission should be sought from the ICIC to use other logos alongside the Dar es salaam Institute of Technology Logo. As a matter of policy and good practice, all Institute equipment and structures and key offices should bear a visible Institute logo and name of the relevant unit. Structures located outside the Institute campus should also bear the logo, as a requirement.

3.6 Responsibilities

All staff members of the Dar es salaam Institute of Technology share a responsibility to communicate in accordance with the intensions of the Communication Strategy. All staff members are duty bound to make known the good name of the institute, and all employees have a responsibility to demonstrate the institutional standards in communication. The Communication Office will be responsible for sensitisation, training and monitoring compliance to the laid principles of effective communication and branding at the Institute of Dares Salaam.

3.7 Communication Channels

As a big and still growing organisation, there are so many outlets or channels through which communication can be passed around, at the institute. It will be necessary to always determine the best outlet/channel, given the kind of information that needs to be shared. Again the individual or 'official' who is best placed,

within the administrative context, should be identified to be the responsible outlet. This will be necessary for both internal and external communication, in order to ensure that communication does not unnecessary cause misunderstanding, and therefore become a liability to the organisation. Important outlets and channels are described in the following sections.

4.0 DIT's SPOKESPERSON

The Principal shall be the DIT spokesperson. He/she will be responsible for internal and external communication with various stakeholders. The Principal may delegate the responsibility for internal and external communication to any other member of the Institute Management. Any member of staff, who wants to make any statement or reference to the Institute that may be deemed to have a repercussion, must first seek authorisation/clarification from the Office of the Principal.

4.1 Public Relations Office (PRO's office)

The PRO, who is personal assistant to Principal, communicates Management decisions to relevant organs, actors or even individuals. He/she is also in charge of compiling quarterly reports from different units. PRO will air information to public under the direction of the Principal.

4.2 Institute Communication and Information Office

The Institute Communication and Information Office (ICIO) which is headed by a PRO, is responsible for all matters pertaining to information and communication, especially communication to the public, e.g. announcements, adverts, information that should be sent to the media, etc. He/she is also in charge of disseminating summaries of quarterly reports of the Institute to relevant stakeholders through the various communication tools including the ICT platforms and/or news bulletin. The PRO is also responsible for designing mechanisms to ensure that sensitive information is only shared with appropriate people.

4.3 Reception Desk

The reception desk should be manned by officers who are conversant with customer service, social relations and the DIT Customer Service Charter.

4.4 Print and Electronic Media

DIT has to adapt to the fast changing information and communication and news disseminating environment. DIT shall continue to use the available avenues to communicate to both internal and external audiences, using newsletters, e-letters, brochures, bulletins, magazines, flyers, posters, banners, press releases etc. In addition, DIT should gear up the search for and use of the new avenues in information and communications especially the electronic media such as Facebook, Instagram, Twitter, Google, WhatsApp, etc. The Institute landline telephone system and extensions need to be overhauled.

4.5 Displays

Notice Boards should be better managed, in terms of what information should be put up to avoid ‘clutter’ from different units. Use of electronic boards should be customised within the Institute Communication strategy. The ICIC should be responsible for the type and manner of disseminating information on notice boards. The PRO is also responsible for frequent news update.

4.6 Suggestion Boxes

Although this might seem an old method of collection feedback from the community, it is still very practical and useful, if systematically managed. Such boxes should be placed at strategic areas easily accessible to most members of the community, e.g. at various concourse, theatres, corridors, foyers, etc.

Units at DIT will be required to have suggestion boxes and to assign the responsibility to a specific committee to analyse the suggestions from various stakeholders. At the Institute level the office of Communication and Information shall be responsible for collecting, collating and analysing the information in suggestion boxes. Units will be responsible to give feedback wherever such needs arise.

4.7 Meetings

Meetings are useful for upward and downward movement of information within the Institute. As such it is imperative that meetings, especially in the lower level units of the DIT be more structured, scheduled and streamlined along the DIT quarters. Various decisions are made at various units through these meetings. Some of the information worth sharing could arise out of the meetings. It will be the responsibility of the head of various units to report to ICIC any such information that has been reached at that level. Also units will be responsible to communicate any future plans or events for proper communication to the wider Institute community.

5.0 BRANDING AND MARKING

5.1 Identity Marks of DIT

Branding is important for making and maintaining identity of any organisation. Some of the identity marks of the Dar es salaam Institute of Technology include its name, the logo, the flag and some structures that have acquired symbolic significance such as the DIT Teaching Tower. These make the Institute to be more visible and better known. Branding also includes the colours, cover designs for print media, calendars, diaries, posters, billboards and banners. To maintain its identity, all units must use the approved Institute logo. The Institute logo in letterheads should be used consistently and uniformly.

Labelling also needs to be consistent and uniform. The materials used in labelling must be of acceptable quality. As pointed out earlier, all buildings, classrooms, laboratories, toilets, roads, offices, must be labelled in a visible and uniform manner for ease of reference.

5.2 Guidelines for Branding and Marking

DIT endeavours to provide stakeholders with timely, accurate, clear, objective and complete information about its policies, programmes, services and initiatives. Information communicated to the public must emanate from authoritative sources that can be authenticated. Given the importance of communication and information, the following guidelines must be observed:

- a) Only the Principal shall give information to the media. The Principal can delegate this mandate to any other authorised person as appropriate.
- b) The Public Relations Office shall maintain regular contact with stakeholders and shall strive to find best practices in issuing timely feedback.
- c) The Public Relations Office shall monitor local and international news and events and advice the Principal on issues or events relevant to the Institute.
- d) The Public Relations Office shall ensure that all advertisements emanating from the Dar es salaam Institute of Technology adhere to the principles of branding and marking through obligatory channelling of such texts for vetting.

Branding serves as a promoter of the corporate image. Branding ensures:

- a) Quality control
- b) Who and when can speak on behalf of the Institute
- c) Who grants permission, who should be asked
- d) Corporate image – logo, letterheads, corporate colours,
- e) Labelling – structures, equipment, etc.

6.0 BEST PRACTICES

The Institute endeavours to provide its stakeholders with timely, accurate, clear, objective and complete information about its policies, programmes, services, and initiatives. Best communication practices call for clarity. This will be realised by adapting the following principles:

6.1 Effectiveness

The Institute shall ensure that all communication is effective and appropriate and shall convey information and respond to requests by stakeholders through appropriate communication channels by maintaining a culture of two-way communication with all its stakeholders.

6.2 Clarity

The Institute undertakes to transmit clear, uniform and easily understood information, using as appropriate the Institute logo, corporate colours and publications to reinforce, clarify or authenticate communication.

6.3 Embracing technology

The Institute shall keep abreast of technological developments and embrace them where feasible, e.g. by migrating from paper-based to electronic-based communication channels.

6.4 Pro-activity and Efficiency

The Institute shall continue to demonstrate leadership proactively by reaching out and engaging external stakeholders in areas of mutual interest in line with its vision and mission. The Institute shall endeavour to ensure that all information duly reaches the intended recipients.

6.5 Cultural Awareness

As a national institution that is international in character, the Institute shall continue to respect cultural diversity of all stakeholders in its communication, guided by high levels of integrity.

6.6 Responsibility

The Institute shall endeavour to ensure that editorial operations and marketing of the institute's products, which constitute an integral part of the institution's communication process and branding, reflect a high level of accountability and quality. The Institute Communication Office has the responsibility of training the Institute community in letter writing skills and etiquette, making public presentations and contributions – courtesy and image projection and constructing different forms for filling in used by stakeholders within and outside the institute.

7.0 STRATEGIC PRIORITIES

The DIT Vision and Corporate Strategic Plan recognise the need for having operational structures and mechanisms that proactively promote networking and collaborations to enable the Institute tap the external potentials with the public and private sectors as well as alumni.

7.1 Short-term Communication Strategies

The DIT will continue to use established communication channels and strategies with a view to increasing efficiency and effectiveness. Different communication outlets are used by the Institute such as data-based reporting system (including the quarterly reports to the Principal, tracer study), e-mail (ASA group mail), intranet, websites, and many others. Graduation ceremonies and annual stakeholder conferences are also avenues of internal and external communication.

7.2 Long-term Communication Strategies

In the foreseeable future, the Institute will devise mechanisms for enhancing reliable communication both within its community and with the external audiences. For internal communication, the following measures are important.

- a) All members of academic and non-academic staff will be assigned an institutional e-mail address. The address will include the first two names of a member. All official communication from the central administration, including urgent security alerts, will be channelled through this e-mail address.
- b) All undergraduate and postgraduate students will also be assigned a similar institutional e-mail address. To keep information flowing, PRO will need to devise periodical bulletins to students to highlight important upcoming academic, social and cultural events such as beginning of a new semester, examination regulations, etc.
- c) Upon graduation, the students will be requested to provide email addresses which will be used to keep in touch. At least once a year, a news bulletin should be sent to all alumni.

For external communication, the following steps are recommended.

- a) Strengthening the outreach programmes to address the needs of the private and public sectors as well as civil society organisations.
- b) Strengthening efforts to get feedback from stakeholders with regard to relevance of research problems, knowledge gaps and relevant programmes for national development.
- c) Cultivating networks with alumni within and outside the country to project and market DIT in the society.
- d) Creating space in DIT governance/management for active voice from alumni.
- e) Put in place an effective system for tracking information about DIT alumni.

8.0 ACTION PLAN

	Strategy	Activity	Resources	Budget	Timeframe	Responsible office
1	Internal telephone communication improved	Revive internal telephone extensions Institute -wide	Wiring and telephone head sets	Institute OC Budget	Short-term	DPAF
2	DIT's visibility improved	a) Update/put in place Institute level and units' websites b) Put Institute logo in key places, equipment and buildings	Trained system administrators	Institute OC Budget	Short-term	HoD-Research, HoD ICT, PRO All units
3	Online media strengthened	a) Install hot-spots in key public areas b) Migrate from paper-based to electronic-based communication channels in all internal meetings.	Relevant ICT gadgets DPAF's Directive		Medium-term Short-term	DPAF, HoD ICT, PRO
4	Internal capacity on communication enhanced	a) Disseminate widely the approved Institute communication strategy				PRO
		b) Conduct training to key stakeholders on best communication strategies like letter writing skills and etiquette, making public presentations etc	Trainers and training facilities		Medium term	HoD Research, PRO
5	Institute branding enhanced	a) Identify key things that brand the Institute and use them widely e.g. DIT Teaching Tower b) Circulate one Institute Logo with unified colour and shape used throughout the Institute	Administrative activities		Short term	PRO
6	Linkages between the Institute and the industry/public enhanced	Institutionalise calendar of events organised at Institute and unit levels e.g. Research week, Career day, conferences, alumni meetings			Short term	HoD-Research
7	Crisis communication at DIT streamlined	a) Establish crisis communication team to deal with crisis communication	Directive from the DIT management			PRO

9.0 FINANCING

9.1 Introduction

The DIT injects funds for implementation of its activities as stipulated in DIT Corporate Strategic Plan (2003/04 – 2017/18) and annual budget. This fund is generated from internal revenues and Government subvention through parent ministry. Among the activities financed include dissemination of information to its stakeholders and the public in general in order to increase awareness and understanding of functions, roles and responsibilities of the DIT and create demand side of accountability and responsiveness in provision of services.

9.2 Financing Framework

The DIT gets funds from the parent ministry for implementing its activities. The funds required for implementing the activities are obtained from the Government and through internal sources particularly student fees. DIT sets aside funds in its annual budget for information strategy as a key unit to achieve its strategic plan.

9.3 Financing Modality

Implementation of Information Strategy (IS) activities will be funded through DIT annual budget in which the activities are reflected the PRO activity plan. Thus, the DIT Information Strategy is planned for implementation annually over a three year period from 2017/18, 2018/19 and 2019/20.

9.4 The Budget

The two – year budget for implementing the strategy is in line with the DIT's MTEF for the financial year 2017/18, 2018/19 and 2019/20 is based on issues raised through stakeholders meetings. The same issues were used to develop priority list of activities to be undertaken as part of the implementation of this strategy. The required funds for implementing communication activities are stipulated in the given matrix below:

Two years budget for implementing DIT Information Strategy

No.	Activity	2017/18	2018/19	2019/20
1.	Communication through TV	7,000,000	6,000,000	6,000,000
2.	Communication through Radios	5,000,000	5,000,000	5,000,000
3.	Communication through newspapers	8,000,000	7,000,000	6,000,000
4.	Communication through other medias	15,000,000	13,000,000	12,000,000
5.	Uploading information in the website	5,000,000	5,000,000	5,000,000
	Sub-Total	40,000,000	36,000,000	34,000,000

IS Materials and Outreach programmes

No.	Activity / item	Description	2017/18	2018/19	2019/20
1.	Production of educational materials	Newsletters (Kiswahili and English)	35,000,000	25,000,000	25,000,000
		Client service charter (Kiswahili and English)	15,000,000	10,000,000	10,000,000
		DIT Booklets	12,000,000	10,000,000	8,000,000
		Annual reports	7,000,000	5,000,000	5,000,000
		Brochures	7,000,000	5,000,000	5,000,000
		Fact sheets	3,000,000	2,000,000	2,000,000
		Sub-total	79,000,000	57,000,000	55,000,000
2.	Outreach programmes/ seminars/works hops		25,000,000	20,000,000	20,000,000
		Sub-total	25,000,000	20,000,000	20,000,000

